



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>

KC

3718

NEEDLE TRANSFER



HN 614X F

KC 3711

W. B. Sleigh

April 1918

The SCIENCE OF BUSINESS

BEING

The Philosophy of Successful Human Activity
Functioning in
BUSINESS BUILDING
OR
CONSTRUCTIVE SALESMANSHIP

By

ARTHUR FREDERICK SHELDON



THE STUDENT'S GUIDE
INDEX

CHICAGO, U. S. A.
1917

KC 3710



**Entered at Stationers' Hall
London, England
(All rights reserved)**

**Copyright, 1917, by
ARTHUR FREDERICK SHELDON
(All rights reserved)**

THE STUDENT'S GUIDE

INTRODUCTION

The Guide is an answer to a growing demand for a plan that will enable students to add the element of personal instruction to their regular correspondence work.

It has been said that it is more blessed to give than to receive. Likewise it is better to teach than to learn, for to give is the best way to get, and to teach is the best way to learn. The man who teaches himself through the best means at his command, be they men, books or things, has a double advantage, as he is both giver and receiver—the teacher and the learner. It is the self taught men who accomplish things. The way of self instruction is through analyzing everything of value that concerns one's business.

The man without a purpose, who shifts upon others the responsibility of his own training, will make small headway and become at the best, nothing more than an intellectual sponge. Everyone must think and act for himself and be an earnest seeker after truth to deserve the name of self taught man.

The Guide outlines a plan for self instruction so that the student can get a clear grasp of the Science of Business, and apply it in his life and work.

This is accomplished by throwing the searchlight of Analysis upon the entire course from two directions.

First: There is a series of questions, the answers to which can be found in the lesson book on the page opposite the question. If the student will ask himself these questions, refer to the book for the answers, and then repeat the operation until he can give the answers independently of the book, he will acquire a vast fund of practical information, and will have no difficulty in writing the answers to the test questions in the back of each lesson. The questions are asked without reference to those in the text upon which the examinations for graduation are based, and the student must be well acquainted with the subject matter before he can do justice to the test questions. Here will be found a sufficient aid to any student who is sincere in his motives and makes an honest effort to write and send in his examination papers.

Second: The General Subject Index provides the student with a permanent reference work covering the entire Science of both Lessons and Text Books. Before he completes his studies, and at any time thereafter when a difficult question arises that is treated in the course, instead of trusting to his

memory and losing valuable time searching for the desired information, he can turn to the index, alphabetically arranged, and immediately find the subject.

Every successful undertaking is based upon a well-laid plan of action, and the student who looks for great results from this course should adopt a plan and stick to it until he finds a better one.

As an aid in this direction the following suggestions are given: (See also General Statement, Text-book A.)

Read the brief review appended to Lesson Twelve.

Glance over the titles of chapters and headlines of the smaller subdivisions and carefully read the summary at the close.

Read the book more carefully than before and underscore the important words or sentences, writing on the margins any of your own thoughts or personal views.

Go through the book a third time and make a list of subjects for future study that are suggested by the text.

Study the test questions in the back of the lesson and see how many you can answer correctly from what you have read. Put a check beside those that you can answer and then concentrate upon the others. If any question is especially difficult, place beside it the number of every page in the Lesson

or Textbook that has a bearing upon it and compare results for the final answer.

Review the test questions and check yourself up to see that every one can be answered correctly, using page reference when necessary.

Write out the answers to the test questions on uniform paper and send them to the Educational Division of the Sheldon School for correction and grading.

If the first five points have been done well, the writing will be made easy and much time will be saved by leaving out any words or thoughts that do not have a direct bearing upon the subject. The satisfaction that comes from the consciousness of duty done and the pleasure of seeing one's own thoughts expressed in writing, will add fully fifty per cent to the value of the course.

Let us remember with Bacon that "Reading maketh the full man, conference (conversation), the ready man, and writing, the exact man."

The Science of Business is above all a course designed for action. We must be persistent in applying the principles, if we are to live up to the ideal of service for profit, and if we are to become successful deed doers as well as word speakers.

So far as possible a lesson should be finished every two weeks except in the most unusual circumstances. A month should never be allowed to pass without sending in an examination paper.

The above suggestions are given without reference to the Guide, as it is our purpose to render service for future study as well as for present convenience.

The only road to mastership of these lessons lies in the conscientious preparation of the written work of the Course.

Accompanying each lesson from I to XII, inclusive, is a set of test questions, answers to some of which may be found in the text, while others are intended to promote original thought. A student will be eligible for graduation only after he has successfully completed the written work.

The following markings will be used: Excellent, Good, Fair, and Below Grade, according to the Examiner's judgment of the student's understanding of the text. Revised work will be required on all papers not receiving a grade.

Writing, spelling, rhetoric and composition will not be taken into consideration. The marking will be based on the student's understanding of the text, as shown by his answers. Accuracy of statement and neatness of form are much to be desired.

Inasmuch as a man never really knows a thing, nor has made it a part of himself, until he can talk about it in his own language and style of expression, this phase of the work is commended to the student's attention.

Make it a 'rule of life to analyze well what is given and to seek for new and useful combinations. This is the secret of invention, discovery and progress.

Yours sincerely,

A. F. SHELDON.

LESSON ONE: FUNDAMENTALS
QUESTIONS FOR SELF EXAMINATION
CHAPTERS I AND II

	Page
1. What is science?	6
2. What is business?	6
3. What is philosophy?	6
4. What is success?	6
5. What is business building or constructive salesmanship?	6
6. What is the province of this science?.....	7
7. How can universal truths be discovered and classified?	7
8. How many facts made possible the formulation of the Science of Business?.....	8
9. What are these facts?.....	8, 9
10. What is the only province of theory in relation to science?	9
11. When a truth is demonstrated what does it become?	9
12. Upon what is this Science founded?.....	10
13. What is the purpose or end in view?.....	10
14. In what sense is the term success here used?.....	11
15. Upon what does success hinge?.....	11
16. The art of securing progressively profitable patrons is conditioned upon what principle?.....	11
17. What percentage of individuals succeed?.....	11
18. Upon what does the efficiency of the best of systems depend?	11
19. What makes the success of an institution?.....	11
20. What percentage of trading corporations make money?	12
21. Where must all reform begin?.....	13
22. What is the cause of failure?.....	13
23. What are the four grades of people in every vocation?	13
24. What thought dominates the indifferent man?.....	13
25. What is meant by the Student Class?.....	13
26. When does the student become an adept?.....	14
27. What distinguishes the adept?.....	15
28. How is mastership defined?.....	15
29. What is the road to mastership?.....	15

	Page
30. What is habit?	15
31. When does the adept arrive at mastership?	15
32. Why is there so much room at the top?	15
33. What is the great lever for lifting the race to mastership?	16
34. What per cent of brain power does the average individual develop?	16
35. What per cent of possible physical efficiency?	16
36. Does any principle of success exist in Nature?	16
37. How can the securing of adequate reward be insured?	16

CHAPTER III

1. Science has to do with what kind of knowledge?...	21
2. What is science?	21
3. What were the seven sciences of the Middle Ages? ..	22
4. What is the final function of commerce?	22
5. What in final analysis is salesmanship?	22
6. To avoid guesswork in any line of activity what must be taken as guide and monitor?	22
7. All sciences now known grew out of what?	23
8. How is every science developed?	23
9. The Science of Business considered as The Philosophy of Successful Human Activity functions in what art?	23
10. It involves the study of what four branches of knowledge?	23
11. This science has grown out of the study of what art? ..	24
12. How long has the art of exchanging products been practiced?	24
13. How are art and science related?	24
14. How does science grow?	24

CHAPTER IV

1. What is Business Building or Constructive Salesmanship?	26
2. What does the word art mean?	26
3. What are the three general classes of the arts?	27
4. What is the chief function of the useful arts?	27
5. What activities come under the head of the fine arts? ..	27
6. What do the liberal arts include?	27
7. What kind of an art is constructive salesmanship?	28
8. How does it rank among the useful arts?	28

	Page
9. What is the relationship between art and science?....	28
10. Why is art greater than science?.....	28
11. Why is science necessary to high art?.....	28
12. What is the door to the temple of high art in distribution?	28
13. How only can art be attained?.....	29
14. How can science be attained?.....	29
15. What must be done with useful knowledge to convert it into constructive power?.....	30
16. What is the greatest lever for lifting the race to mastership?	33
17. What are some of the triumphs of science?.....	34
18. What has the Science of Business Building Salesmanship done for the world's progress?.....	34
19. Why is its influence constructive?.....	34
20. What is the first step in making a man's work right?	34
21. What is the Science of Business Building Salesmanship?	35
22. What is the Art of Business Building Salesmanship?	35
23. How only can one's life be made dynamic?.....	36

CHAPTER V

1. What is a basic factor?.....	39
2. How many factors form the basis for classifying the facts of this Science?.....	40
3. What are these basic factors?.....	40, 41
4. What can be done when these four factors are present?	41
5. What results if any are absent?.....	41
6. How in general do the first three of these factors differ from the fourth?.....	42
7. In the direct work of the personal salesman what are these four factors called?.....	43
8. What portion of Nature's laws pertain to these four factors	43
9. Why are there but four primary laws related to the Principle of Service?.....	43, 44
10. Primary Law No. 1 pertains to which basic factor?..	44
11. Primary Law No. 2 pertains to which basic factor?..	44
12. Primary Law No. 3 pertains to which basic factor?..	44
13. Primary Law No. 4 pertains to which basic factor?..	44

	Page
14. The many related tributary laws supply answers to what four questions.....	45
15. In this Science what principle is stated and elaborated?	45
16. How many primary laws are stated and elaborated?..	45
17. How many tributary laws are stated and elaborated?..	45
18. What subject is first taught in consequence of the first basic law?.....	47
19. What are the two branches of the Science of Man Building?	47
20. What is the purpose of the Science of Man Building?	47
21. What study is pursued in connection with the second basic law?	47
22. What is the purpose of the study of Character Reading?	47
23. What science is studied in connection with the third basic law?	47
24. What are the two branches of Logic?.....	47, 48
25. What is analysis?.....	47
26. What is synthesis?.....	48
27. What science is studied under the fourth basic law?..	48
28. What is the purpose of applied psychology?.....	48

CHAPTER VI

1. What does the word patronage mean?.....	52
2. What is the meaning of custom?.....	52
3. Why is a business patron like a father?.....	53, 54
4. What is the patron of a bank called?.....	55
5. What is the patron of a lawyer called?.....	56
6. What is the patron of the physician called?.....	56
7. What is the patron of the salesman called?.....	56
8. What is the patron of the employer called?.....	56
9. Why is the life of commerce like a tide?.....	56
10. What is the source of the tide of commerce?.....	56
11. What is the return or flow of the tide?.....	57
12. How can the flow of revenue be made strong?.....	57
13. What proportion of the people of the world are salesmen?	57
14. Why can the employer and proprietor be classed as salesmen?	57
15. Upon what does success in life hinge?.....	58, 59
16. Is this true of every one in the world?.....	59
17. Is it also true of an institution?.....	59

THE STUDENT'S GUIDE

13

	Page
18. What happens to the shop, factory, store or firm that gets and keeps enough profitable patronage?.....	59
19. Upon what four things is the wise application of facts by an individual dependent?.....	59
20. What is the difference between a business rut and a business grave?	61
21. What determines the success or the failure of a business institution?.....	61, 62

LESSON TWO: FUNDAMENTALS

CHAPTER I

	Page
1. What does the term <i>secure</i> mean?.....	3
2. What is meant by securing patronage?.....	5
3. What must precede the securing of patronage?.....	5
4. What are the eight steps that must be taken to secure patronage?	6
5. What always precedes an effect?.....	6
6. What constitutes the whole cause of the effects necessary in order to keep the patron's patronage?.....	6
7. What relation does the salesman bear to the composite cause?.....	6
8. How many necessary effects must be caused to happen in order to secure patronage?.....	7
9. Have these effects always happened in the past?....	7
10. Will they continue to happen in the future?.....	7
11. What is the first effect which must be produced to secure patronage?	8, 9
12. What is the meaning of the word <i>attention</i> ?.....	9
13. What is meant by favorable attention?.....	9
14. Attention is a function of what part of the mind?..	9
15. What is the meaning of the word <i>confidence</i> ?.....	10
16. What relation has confidence to the permanency of human relationships?	11
17. What relation has confidence to the securing of patronage	11
18. What relation has confidence to trade?.....	11, 12
19. What is the meaning of the word <i>interest</i> ?.....	13
20. What relation does interest bear to favorable attention?	13
21. Intensified interest results in what other effect?.....	13
22. What is the meaning of <i>appreciation</i> ?.....	14
23. Why is appreciation of value essential to the consummation of the sale?.....	14
24. What is the meaning of the word <i>desire</i> ?.....	15
25. What is the natural result of the ardent desire for possession?	16
26. What is the meaning of the word <i>decision</i> ?.....	16

	Page
27. What naturally follows a decision to act?.....	17
28. What is the meaning of the word <i>action</i> ?.....	18
29. What are the seven effects or processes through which the acquiring mind passes?.....	17, 18
30. What is the mental law of action as applied to the sale?	22
31. In order to secure business what other effect must be produced in the customer's mind?.....	25
32. What does the word <i>satisfaction</i> mean?.....	25
33. In the diagram illustrating the law of securing progressively profitable patronage what is the central circle?	27
34. What are the six contiguous circles?.....	27
35. What is the outer great circle binding all together?..	27
36. Does the mental law of acquiring and retaining apply to all relationships of life?.....	29
37. What relation does this law bear to the Science of Business?	32

CHAPTER II

1. What is the meaning of the word profit?.....	36, 37
2. What is profitable patronage?.....	37
3. Is all patronage profitable?.....	38
4. What is the prime object of human existence?.....	39
5. What four conditions are essential to happiness?....	40
6. Why is money necessary to happiness?.....	40
7. What is the only absolutely certain way of getting money?	40
8. What does the word <i>earn</i> mean?.....	40
9. What is the starting point of financial profit making?	41
10. Why must the thing sold be made worth more to the patron than it costs the seller?.....	41, 42
11. What is the first essential for financial profit making?	42
12. What is the second essential for securing profitable patronage?	42, 43
13. What is meant by <i>sufficient price</i> ?.....	43
14. Will these two elements, viz.: real value and sufficient price, insure progressively profitable patrons?.....	43
15. What is the third essential for securing progressively profitable patronage?.....	43
16. How much does Nature waste in her workshop?.....	45

	Page
17. What is the fourth essential for securing progressively profitable patronage?.....	46
18. Is money hoarded wisely used?.....	47
19. How is wise use of saved profits to be determined?..	47
20. What is the fifth essential for securing progressively profitable patronage?	48
21. What are the essential elements of service that insure permanency of patronage?.....	49
22. What should be the character of the initial transaction?	49
23. What is the natural result of failure to establish confidence or give satisfaction in the initial transaction?	49, 50
24. What are the four stages of intelligence?.....	50
25. In the first stage of intelligence what was the standard of right.....	50, 51
26. What was the standard of right in the second stage of intelligence?.....	51
27. Why is it foolish to lie or practice deception in business?	52
28. What is the origin of false standards of trade?....	53, 54
29. What is the meaning of <i>ethics</i> ?.....	54
30. What is meant by the maxim " <i>caveat emptor</i> "?.....	55
31. What distinguishes the wise man in trade?.....	57
32. What are the ranges of mental vision?.....	57
33. How does the ignorant man—the mentally blind man—reason about trade?.....	58
34. What is causing this state of things to pass away?..	59
35. By what kind of conduct can permanency of patronage be insured?.....	59

CHAPTER III

1. What is the meaning of the phrase "to be conditioned"?	62
2. Upon what is the Art of Business Building or Constructive Salesmanship conditioned?.....	63
3. What is a principle?.....	64
4. Upon what principle does the art of securing progressively profitable patrons depend?.....	64
5. Why do so few succeed in attaining satisfactory reward?	65

	Page
6. What is the one cause which put into operation takes care of all the desirable effects flowing from the art of Constructive Salesmanship?.....	65
7. Upon what does the student's understanding and application of this course of study largely depend?..	65
8. What does the word <i>service</i> mean?.....	66, 67
9. What one constructive way has Nature provided for insuring permanency of patronage?.....	68
10. Is there any substitute for <i>satisfaction</i> ?.....	68
11. What is meant by satisfaction?.....	69
12. What happens when the constructive feeling of satisfaction changes to the destructive feeling of dissatisfaction?	69
13. What three related truths constitute the elements of service?	71
14. Why does bookkeeper A not give satisfaction to his employer?	72
15. Why is bookkeeper B not satisfactory to his employer?	73
16. Why does bookkeeper C fail to deliver satisfactory service?	73
17. What forms may destructive mode of conduct take?..	74
18. What is the determining or governing element of the trinity—Quality, Quantity and Mode?.....	74, 75
19. What powerfully influences mode of conduct?.....	74
20. What is its plainest index?.....	74
21. If Mode of Conduct is wrong what happens to the other two elements?.....	74
22. How does right Mode of Conduct affect both Quality and Quantity?	74
23. Why does the principle of service apply to business institutions as well as individuals?.....	76
24. To what extent does it apply to the institution or composite salesman?	76
25. In the application made to the grocery business (pp. 77 to 81) why did Grocer A fail to retain Mrs. Brown's patronage?.....	77
26. Why did Grocer B lose Mrs. Brown as a patron?....	78
27. Why did Mrs. Brown become dissatisfied with Grocer C?	79
28. Why did Mrs. Brown become a permanent patron of Grocer D?	80

	Page
29. Can right Quality plus right Quantity alone ever equal satisfaction?	80
30. What will always produce the feeling of satisfaction?	80
31. What is the best advertisement in all the world?.....	81
32. Does the principle of service apply to the domestic animals?	82
33. How is this illustrated in the case of the four cows?	82, 83
34. Does the principle of service apply in the vegetable and mineral kingdoms?.....	83, 84
35. Is the principle of service a universal fact?.....	85
36. What geometric figure accurately represents the principle of service?.....	85
37. To insure satisfaction in the mind of the patron what kind of a triangle must we have?.....	86
38. What is the effect of service rendered?.....	86

CHAPTER IV

1. What is the relationship between service and reward?	89
2. What is the law of life with regard to this relationship?	89, 90
3. What does Nature's law of compensation do for each of us in time?.....	90
4. What is our own?.....	90
5. What must be done to increase our reward?.....	91
6. What power is the efficient cause of both service and reward?	92
7. What is the heart that pumps the lifeblood of business?	92
8. What is the lifeblood of business?.....	93
9. What is salesmanship?.....	93
10. What happens to a body economic when its lifeblood of salesmanship is at low ebb?.....	93
11. What happens to an institution when the heart of service ceases to act?.....	93
12. Upon what must every building rest?.....	96
13. Upon what should the foundation rest?.....	96
14. What sustains the bedrock and the foundation?.....	96
15. What effect will earthquakes have upon buildings?... ..	96
16. What is the psychological foundation of successful business?	97

	Page
17. What is the psychological bedrock upon which this foundation rests?.....	98
18. What is the sustaining power of satisfaction and confidence?	98
19. What effect have errors upon confidence and satisfaction?	98, 99
20. What facts are revealed by a study of the diagram (p. 99).....	99, 100
21. What is the law of laws commanding what is right for the building of any business?.....	101

LESSON THREE

THE AREA OF SCIENCE

CHAPTER I

	Page
1. What must the individual do to increase his power to render permanently satisfactory service?.....	5
2. What is the subject of this lesson?.....	5
3. What is the first factor in life's relationship?.....	5
4. How is the party of the first part to insure his own interests?	6
5. How is the party of the first part to secure rewards and privileges, blessings and benefits?.....	6
6. What is the object in studying the science of man building?	6
7. What are the two results sought for in this study?... ..	6
8. What are the two kinds of energy?.....	6, 7
9. What is static power?.....	7
10. What is active power?.....	7
11. How is the word "business" used in this science?....	7
12. What three kinds of power are utilized in all business?	7
13. What is philosophy?.....	7
14. What philosophy are we here studying?.....	7
15. Is man power a cause or an effect?.....	7
16. What is the cause of both money power and mechanical power?	8
17. What is the proof of this?.....	8
18. What would become of money and of things mechanical if all man power were destroyed?.....	8
19. If an individual wants more money what two things must he do?.....	8
20. If an institution wants to make more money what must it do?.....	8
21. What is the measure of the capacity of the business or professional house to render service?.....	9
22. From what viewpoint is the problem of man power here considered?	9
23. How many kinds of man power are there?.....	9

	Page
24. What are they?.....	9
25. What kinds of power may be utilized to run a factory?	9, 10
26. Why cannot man utilize more than four powers in running the human machine?.....	11
27. From how many kinds of raw material are these four kinds of man power made?.....	11
28. What are the four sources of man power?.....	11
29. What power comes from the development of the intellect?	12
30. What power comes from the development of the sensibilities?	12
31. What power comes from the development of the body?	12
32. What power comes from the development of the will?	12
33. What is man's greatest problem?.....	12
34. What is the meaning of the word "intellect"?.....	12
35. How does Webster define "intellect"?.....	12
36. Why does Nature endow man with intellect?.....	13
37. Why is it essential to gathering of knowledge?.....	13
38. What is the meaning of the word "capacity"?.....	13
39. Can intellectual capacity be developed?.....	13
40. With what faculty does man receive, store and organize facts?.....	13
41. With what faculty does he perceive truth?.....	13
42. With what faculty does he understand things, powers and processes?.....	13
43. With what faculty does he learn to know himself?..	13
44. With what faculty does he learn how to develop more man power?	13
45. With what faculty does he learn to master his business?	13
46. With what faculty does he learn how to bring about and maintain mental agreement with those with whom he comes in contact?.....	13
47. With what faculty may he master language, literature, science and philosophy?.....	14
48. To what human faculty is chiefly due the triumphs of science, art and invention?.....	14
49. What are the constructive sensibilities?.....	14
50. Do they include the intellectual and volitional elements?	14

	Page
51. What do the constructive sensibilities determine as to the man?.....	14
52. How are the sensibilities defined by the Oxford Dictionary?	15
53. Do the constructive sensibilities exist in all men?....	15
54. Can they be cultivated?.....	15
55. How is the word "spiritual" used in this Science?....	15
56. Are moral feelings facts in Nature?.....	16
57. What kind of feelings determine a man's mode of life?	16
58. What relation do the constructive sensibilities bear to excellence of service?.....	16
59. What effect upon man power has the development of the constructive sensibilities?.....	16
60. Is the body a reality?.....	16, 18
61. Is it a gift or an acquisition?.....	16, 18
62. How can it be developed?.....	16
63. What kind of power does it give?.....	11
64. What is the will?.....	16
65. How does the Century Dictionary define will?.....	16
66. What is the two-fold function of the will?.....	16
67. Are intellectual, emotional and physical powers static or dynamic?.....	17
68. What process renders them dynamic?.....	17
69. What reasons may be given for man's seeming indifference to his four possessions of body, intellect, sensibilities and will?.....	17, 18
70. What are the causes back of the effects of knowing, feeling and willing?.....	19
71. Can man's own personal possessions be taken from him by others?.....	19
72. How can they be destroyed?.....	19, 20
73. When will the man truly desire to cultivate and develop his possessions?.....	20
74. To what only can one's favorable attention be attracted?	20
75. When will one come to appreciate the value of intellect, sensibilities and will?.....	20
76. What will naturally result from the appreciation of their value and the development of their powers?..	21
77. How is one's ability increased?.....	21
78. How is one's reliability increased?.....	21
79. How is one's endurance developed?.....	21

	Page
80. How is one's action made effective?.....	21
81. What four elements determine the area of the man?..	21
82. From what do these four composite elements result?..	21
83. What is the cause of ability?	21
84. What is the cause of reliability?	21
85. What is the cause of endurance?	21
86. What is the cause of action?	21
87. What measures the extent of a man's capacity?....	23, 24
88. What is your area?	24
89. What is the man power problem?.....	24
90. What does ability beget?	25
91. What does reliability beget?	25
92. What does endurance beget?	25
93. What does action beget?	25
94. What are the four factors of efficiency?.....	25, 26
95. What is a good day's work?.....	26
96. By what must all work be actuated and governed?..	26
97. What will increase the quality of one's work?.....	26
98. What will increase the quantity of one's usefulness?..	26
99. What is the determining factor in mode?.....	26
100. What is an essential element in quality of effort?....	26
101. What regulates quantity?.....	26
102. What do quality, quantity and mode equal?.....	27
103. From what is intellectual power educed?.....	27
104. From what is emotive power educed?.....	27
105. From what is physical power educed?.....	27
106. From what is volitional power educed?.....	27
107. The capacity to know comes from what power?.....	28
108. The capacity to feel comes from what power?.....	28
109. The capacity to endure comes from what power?....	28
110. The capacity to do comes from what power?.....	28
111. What power increases ability?	29
112. What power increases reliability?	29
113. What power increases endurance?	29
114. What power increases action?	29
115. Ability, reliability, endurance and action beget what four attributes?.....	29
116. How do discrimination, ethical conduct, accuracy and speed affect the individual's power to render satis- factory service?.....	30
117. What is the result of right service really rendered?..	30

CHAPTER II

CAPACITIES, FACULTIES, QUALITIES, POWERS

	Page
1. What is the meaning of the word attribute?.....	36
2. What are the four kinds of human attributes?.....	36
3. What are constructive attributes?.....	36
4. How do man's constructive attributes compare with the planted seeds of grain?.....	36
5. How do they compare with the vital organs of the body?	36, 37
6. What is meant by capacity?.....	37
7. In the Science of Man Building how is the term "capacity" used?.....	38
8. What is the meaning of faculty?.....	38
9. What synonyms does the Century Dictionary give for faculty?	39
10. What causes facility or easiness in doing things?....	39
11. How can facility be acquired?.....	39, 40
12. What is the meaning of the word quality?.....	40
13. Specifically the term quality is here used with reference to what elements of man power?.....	40
14. In a general way the term quality is here used as a description of what?.....	40, 41
15. What are the primary qualities?.....	41
16. What are the secondary qualities?.....	41
17. Is honesty a primary or a secondary quality? Why?.	41
18. Is the appreciation of art a primary quality?.....	41
19. What kind of qualities are courage, justice, loyalty, kindness and consideration?.....	41
20. What do such qualities make?.....	41
21. What do man's qualities determine?.....	42
22. When is a man the right "sort"?.....	42
23. When is a man the wrong "sort"?.....	42
24. What is likely to result from the neglect to develop the constructive qualities of the heart?.....	42
25. What determines a man's mode of conduct?.....	42
26. What is the meaning of the word powers?.....	42
27. In what general sense is the word powers used in the Science?	42
28. Specifically the word powers is here used with reference to what attributes?.....	43
29. Upon what is the exercise of the powers of the mind dependent?	43

	Page
30. Which word has the larger significance, power or faculty?.....	43
31. In what respect has power a larger significance than faculty?	43
32. What is a connate power?.....	43
33. What other class of volitional powers has man besides connate powers?	43
34. What are man's connate volitional powers?.....	43
35. Name three acquired volitional powers.....	44
36. Does the word powers refer to the active or to the passive attributes of man?.....	44
37. What kind of power does man generate with the capacities and faculties of the intellect?.....	44
38. What kind of power does he generate through developing his sensibilities?.....	44
39. How does he generate static physical powers?.....	44
40. How are these three kinds of static power converted into action?.....	44
41. Man's receiving capacity is represented by what kinds of power?	44
42. Man's giving capacity is represented by what kinds of power?	44
43. What happens to men of capacity who hold ideas but fail to give them out?.....	45
44. What is Primary Law No. 1?.....	45
45. In what two classes can all man's attributes be placed?	45
46. What does the word constructive mean?.....	45
47. What does constructive intellect produce?.....	46
48. In general what results from the constructive capacities, faculties, qualities and powers?.....	46
49. What does the word destructive mean?.....	46
50. How do destructive qualities affect service?.....	46
51. How do destructive qualities affect the securing of progressively, profitable patronage?.....	46
52. Why do constructive attributes increase man's power to inspire confidence?.....	46
53. How do they increase his power to render permanently satisfactory service?.....	46, 47
54. How do destructive qualities affect the individual?... ..	47
55. Are destructive qualities ever beneficial?.....	47
56. What is the cause of destructive qualities in the man?	47
57. What will eradicate destructive qualities?.....	47
58. Can they exist in the presence of constructive qualities?	47

CHAPTER III

DEVELOPMENT

	Page
1. What is the meaning of the word development?.....	51
2. When is a capacity, faculty, quality or power said to be in germ?.....	51, 52
3. Has man all the constructive qualities in germ?.....	52
4. Were they given him by Nature?.....	52
5. Does Nature stop with her gifts?.....	52
6. How far does she go?.....	52
7. Who must do the rest?.....	52
8. Are the luscious fruits we find in market produced by Nature alone?.....	52
9. Will Nature unaided develop the seeds of power planted in man?.....	52
10. Has Nature provided a method by which man must proceed to develop the constructive attributes?.....	53
11. Can man live without eating?.....	53
12. Can man live without using his body?.....	53
13. What is the first process called?.....	53
14. What is the second process called?.....	53
15. What is Nature's law for the life and growth of the body?	53
16. What results from proper nourishment and proper use of the body?.....	54
17. Why must the soul have food and its powers be used?	55
18. What is meant by the word soul?.....	55
19. What three classes of powers combined make the living soul?.....	56
20. What four things does the real man or soul possess?.	56
21. What relation exists between body and soul?.....	56
22. What kind of food does the soul demand for its nourishment?	58
23. Are all physical foods equally nourishing?.....	58
24. Are all things taken into the body nourishing?.....	58
25. Does all mental food nourish the soul?.....	58
26. What does nourishing mental food do for the soul?..	58
27. What in addition to nourishing mental food is necessary to the development of the constructive attributes of intellect, sensibilities and volition?.....	59
28. What is the correct way to use the constructive attributes?	59

	Page
29. Development is always the sum of what two processes?	60
30. What is the narrow trail that leads over the mountain to development?.....	60
31. What are the final rewards of the way of education?	61
32. What results from following the broad highway of temporary pleasure?.....	61
33. What is the educated man?.....	61
34. What is Nature's first law of successful human conduct?	62

CHAPTER IV

TRIBUTARY LAWS

1. What is the first tributary law?.....	66
2. Is this a fact in nature?.....	66
3. How can it be proved?.....	66
4. When is the individual rated low as to efficiency value?	66
5. When will his efficiency value be rated high?.....	66
6. When will his efficiency value be at a maximum?....	66
7. When one's work requires too much supervision what happens to efficiency value?.....	67
8. What becomes of the man who falls below grade in efficiency value?.....	67
9. How may the degree of supervision be lessened?....	67
10. How does need of supervision differ from need of direction?	67
11. Does the law of efficiency value apply to officers and employers as well as to employees?.....	68
12. Does it apply to the king as well as to the subject, to the president of the U. S. as well as to the citizen?	69
13. Wherein lies the test?.....	69
14. Under this law what is the only way to increase one's efficiency value?.....	69
15. Give five general rules for increasing efficiency value?	70
16. Interpret the symbols $EV=IV/S$	71
17. What is the law of errors?.....	71
18. What is the cause of all needed supervision?.....	71
19. What is an error?.....	72
20. Will good intentions make efficiency?.....	72
21. Which are the more destructive of confidence—intentional or unintentional errors?.....	72

	Page
22. What happens from the repetition of unintentional errors?	72
23. What are the two general classes of errors?.....	72
24. What is an error of omission?.....	72
25. What is an error of commission?.....	73
26. Make a list of both kinds.....	73
27. How do the error line and supervision line compare?	73
28. What penalty must everyone pay who is guilty of errors?	74
29. What is the cause of errors?.....	74
30. Why are certain qualities called destructive?.....	75
31. Do all men possess destructive capacities, faculties, qualities and powers?.....	75
32. Can errors be reduced?.....	75
33. What is the only way?.....	75
34. What is tributary law No. 4?.....	76
35. What is the law of opposites?.....	76
36. How far is this law of duality operative?.....	76
37. Make a list of your destructive qualities and find the opposites for each.....	76
38. To what is the existence of any degree of a destructive tendency due?.....	77
39. What decreases the destructive tendency?.....	77
40. How is forgetfulness diminished?.....	77
41. How is dishonesty diminished?.....	77
42. How is injustice diminished?.....	77
43. How is inactivity diminished?.....	78
44. How does the error line correspond with the line of destructive attributes?	78

CHAPTER V

TRIBUTARY LAWS

1. What is the fifth tributary law?.....	82
2. What is the method of reducing destructive attributes?	82
3. How are the constructive attributes caused to grow and develop?	82
4. Does education consist in the acquisition of knowledge?	83
5. What is education?	83
6. Who is the educated man?	83
7. What is the double process of educating?.....	83

	Page
8. What is the result of educating?.....	83
9. What is the commercial reason for educating the individual?	83, 84
10. What does correct nourishment plus correct use equal?	84
11. What is the sixth tributary law?.....	84
12. What results from applying the educative processes to the intellectual attributes?.....	85
13. What results when they are applied to the constructive sensibilities?	85
14. What results when they are applied to the body?.....	85
15. What results when they are applied to the volitional powers?	85
16. What is the result of applying the educative processes to all the constructive attributes of intellect, sensibilities, body and will?.....	85
17. What business reason can be given for increasing one's area?	85
18. Give the seventh tributary law.....	86
19. What is success?.....	87
20. What are the natural results of the four composite constructive attributes?	87
21. What is the character of the growing individual's ideal?	87
22. What is the relation of the area line to the success line?	87
23. Translate the efficiency formula.....	88, 89
24. Read the formula from left to right.....	88, 90
25. Read the formula from right to left.....	88, 90
26. Why must this formula always remain true?.....	91
27. What will be the natural effect of regulating the life in accordance with this formula?.....	91

LESSON FOUR

ABILITY DEVELOPMENT

CHAPTER I

THINKING

	Page
1. In the story of the lumber company why did William receive the promotion instead of John?.....6.	10
2. What is ability?.....	10
3. What are the three units of intellectual power which mark a man of ability?.....	11
4. How many things can a man do with his intellect?....	12
5. What are they?.....	12
6. Why can a man do more than three things with his body?	12
7. How many kinds of power must be developed in order to have good intellectual power?.....	13
8. What are these powers?.....	13
9. What is the starting point for the development of intellectual power?	13
10. Why do so many people fail to develop ability?.....	13
11. Why do so few people learn to think clearly?.....	14
12. To become a master in the art of thinking what two things must be done?.....	15
13. What is the derivation of the word "perceive"?.....	15
14. What is the definition of the word perceive?.....	15
15. To perceive necessitates how many operations.....	16
16. What are they?.....	16
17. What are the four prerequisites for thinking?.....	16
18. What are the four factors in all human relationship?	17
19. In thought processes there are also four factors—what is the first?.....	17, 19
20. What is the second?	17, 20
21. What is the third?	17, 23
22. What is the fourth?	27
23. What are the two parts of the fourth factor?.....	28
24. What is the real "you"?.....	19
25. What is the sum of your intellectual, emotive and volitional energy?	19

	Page
26. What constitutes the sum total of human consciousness?	20
27. What is the unit of physical substance called?.....	20
28. What does the word atom mean?.....	21
29. Are the atoms of matter still or in motion?.....	21
30. What is the dictum as to absolute rest in Nature?....	21
31. What is meant by saying each atom is vibrating?....	22
32. What does the word ether mean?.....	22
33. How is ether defined in the Oxford Dictionary?....	22
34. What is the finest substance Nature has made?.....	22
35. Does the ether permeate the tree?.....	22, 23
36. What is the medium which carries the impulses from the wireless telegraph?	23
37. Why can the waves from the wireless telegraph pass through matter?	23
38. What three facts must be accepted before we can consider the third factor in thinking?.....	23
39. How does the vibrating atom compare with the stone thrown in the pond?.....	23, 24
40. Are the vibrations of the atoms of matter always going on?	24
41. Has your reception of these vibrations anything to do with their continuance?.....	24
42. Traveling through the ether up to the pupil of the eye what do these vibrations meet?.....	24, 25
43. How are all nerves arranged?.....	24
44. What is the sensory part called?.....	24
45. What is the motor part called?.....	24
46. What is the eye for?	24
47. What is the function of the sensory part of the optic nerve?	25
48. If you had been born blind could you do any thinking about objects in the outside world?.....	25
49. If you had been born without any nerves or if all of your nerves should become dead how much thinking could you do?.....	25
50. Are nerves essential to the process of thinking?....	25
51. What are the five sets of nerves by which vibrations from the outside world come up to consciousness?..	26
52. What are the five physical senses?.....	26
53. Has man more than five senses?.....	26
54. Name two of the so-called derived senses?.....	26

	Page
55. In order to lay a good foundation for clear thinking should one train the physical senses or train the mind to use the senses?.....	26
56. What is the third factor entering into the preliminary process of thinking?.....	26
57. What are the two roads by which vibrations travel to the "eye of the mind"?.....	27
58. Does man see with the physical eye?.....	27
59. With what eye does man see?.....	27
60. What does psychology call the mental eye?.....	27
61. How is perception defined?.....	27
62. What is the distinction between perception and consciousness?	28
63. Why is perception called the sensorium of consciousness?	28
64. How many sets of nerves inform the perceptive faculty?	28
65. How do the nerves act?.....	29
66. Do the nerves transmute the vibrations into mental contents?	29, 30
67. Is the vibration mental stuff or a purely physical thing?	30
68. What is the meaning of transmit?.....	30
69. What is the meaning of transmute?.....	30
70. What is the something through which the vibration must be taken before it can be transmuted into mental stuff?	31
71. How is the gray matter of the brain referred to in this Science?	31
72. What effect does the vibration cause in the screen of consciousness?	31
73. What is the real beginning of mental or thought life?	31
74. What is the first great fact thus far learned about thinking?	31
75. What is the second great fact?.....	31
76. Is sensation a physical or a psychical affection?.....	32
77. Does the eye of the mind perceive the vibration or the sensation?	32
78. Of what three mental powers is consciousness a synthesis?	32
79. What two functions does the faculty of perception perform?	33
80. What is a prerequisite of consciousness?.....	33

	Page
81. What is a prerequisite of perception?.....	33
82. What is a prerequisite of sensations?.....	33
83. What carries vibrations to the gray matter of the brain?	33
84. Of what are vibrations composed?.....	33
85. What starts the waves in the ether?.....	33
86. Are the atoms of material things in constant motion?	33
87. In what direction do the vibrations go from a material thing?	34
88. Whenever a conscious human being comes in contact with a vibration from any material thing what is the thing that happens?.....	34

CHAPTER II

SENSATIONS

1. What is the connecting link between matter and mind?	38
2. Where according to Dr. Thomson is the definite seat of the conscious mind?.....	39
3. In what part of the brain do sensations arise?.....	39
4. How are all nerves arranged?.....	39
5. What is the afferent nerve fibre for?.....	39
6. What is the function of the efferent nerve fibre?....	39
7. What causes the gradual formation of definite brain areas?	42
8. How are these brain areas used by the ego?.....	42
9. What is the function of the physical eye?.....	43
10. Where does sight really take place?.....	43
11. Where does hearing take place?.....	43
12. Upon what does the integrity of mental processes depend?	43
13. What effect has opium upon the taker?.....	44
14. What effect has alcohol upon the taker?.....	44
15. What effect has hashish upon the taker?.....	44
16. What effect does the persistent use of opium, alcohol or hashish have upon the taker?.....	44
17. What proof does surgery afford that the ego or self uses certain brain areas for certain special purposes?	45
18. What is the cause of word blindness?.....	46
19. What is the cause of word deafness?.....	47
20. Can one be word blind and yet see other things?....	46
21. Can one be word deaf and yet hear other sounds?..	47

	Page
22. Are sound words and sight words registered in the same brain areas?.....	47, 48
23. What are the two kinds of speech?.....	47
24. What is meant by motor speech?.....	48
25. Where does every word that can be spoken reside?..	48
26. How large is the speech portion of the Broca convolution?	48
27. What happens if this piece of gray matter is destroyed?	48
28. Will its destruction deprive one of the power to hear or see words?.....	48
29. Do words originate in either the sight, the hearing, or the motor areas of the brain?.....	49
30. What happens to the brain in the process of acquiring a new language?.....	49
31. What proof is given by Doctor Hinshelwood that a man builds his own brains?.....	49
32. What proof does Dr. Thompson give that figures and words are registered in different areas?.....	51, 52
33. Does anyone know how sensations are made?.....	53
34. Does anyone know what sensations are?.....	53
35. Does anyone know just how sensations prepare the special brain area to perform its function?.....	53
36. From an intellectual standpoint what is education?..	54
37. Upon what does brain area development depend?....	54
38. Are all sensations external in origin?.....	54
39. What are the two kinds of sensations?.....	54
40. What is an objective sensation?.....	54
41. What is a subjective sensation?.....	54
42. How does Webster define sensation?.....	54
43. What would doubtless happen if the soul were deprived of all external sensations?.....	56
44. Why is it important to train the mind to sensate accurately?	56
45. What is the raw material out of which thoughts are made?	56
46. What is the base of the pyramid of thought?.....	56
47. Where must one begin to build ability?.....	56

CHAPTER III

IMAGES

	Page
1. What is the result of repeating a sensation upon a given area of gray matter in the brain?.....	60
2. What is this second effect called?.....	60
3. What is the derivation of the word image?.....	60
4. How is the word defined?.....	60, 61
5. When looking at a tree what is it that causes an optical appearance of the tree to arise in the mind?	61
6. What is the optical mental appearance of the tree called?	61
7. When is the mind in the first stage of thinking?.....	61
8. When is the mind in the second stage of thinking?..	62
9. How many kinds of mental images may there be?....	62
10. What is a visual image?.....	62
11. What is an auditory image?.....	62
12. What is a tactual image?.....	62
13. What is an olfactory image?.....	62
14. What is a gustatory image?.....	62
15. Upon what does the clearness of the image depend?..	62
16. Upon what does the richness of the image depend?..	62
17. What must the observer do in order to get rich sensations?	63
18. What will happen in thinking if the images are not clear and accurate?.....	63
19. Do sensations plus images equal knowledge?.....	64
20. Why?	64
21. Does the new born baby perceive images?.....	64
22. Why?	64, 65
23. Are there some grown-ups who look but fail to see, who hear but fail to understand?.....	65
24. Why?	66

CHAPTER IV

CONCEPTS

1. What is the third stage of thinking?.....	71
2. What is the derivation of the word concept?.....	71
3. What three things must the perceptive faculty do to form a concept?.....	71
4. How does the perceptive faculty arrive at the concept apple?	71, 72

	Page
5. In the development of language, which comes first, names for particular objects or names of classes of objects?	72
6. In the case of verbs, which are first made, words for particular actions or words expressing general states of action?	73
7. What kinds of names are concepts?.....	73
8. How many kinds of class names are there?.....	74
9. What are concrete concepts?.....	74
10. What are abstract concepts?.....	74
11. Only two classes of concepts are here made. They may also be divided into three classes. See Text-book B	30
12. What kind of words stand for concrete concepts?....	74
13. What kind of words represent mode concepts?.....	74
14. What kind of words represent abstract concepts?....	74
15. Upon what does the richness of the mind depend?..	75
16. Of what are thoughts made?.....	75
17. What measures the size of the mind?.....	76
18. How does man express his concepts?.....	76
19. Has any other animal but man the power of speech?	76
20. Why?	Textbook B, 76
21. What is the third stage in the process of thinking?...	76
22. Are concepts thoughts?.....	77
23. What relation do concepts bear to thought?.....	77
24. What are the three steps thus far taken in the building of thoughts?.....	78
25. What are the practical uses of concepts?.....B, 31,	33

CHAPTER V

IDEAS

1. What is the sixth definition in the Century Dictionary of the word idea?.....	81
2. What is the fifth definition of the word idea in Webster's dictionary?	81
3. How is the word idea defined in the Science?.....	82
4. May a man be mistaken in forming an idea?.....	82
5. Why?	82
6. What are words the signs of?.....	82
7. What do grammarians call the particular group of words which express an idea?.....	82
8. What do the logicians call such a group of words?..	82

	Page
9. What is the simplest form of thought?.....	82
10. Where does it exist?.....	83
11. How is it expressed?.....	83
12. How many terms must there be in an idea?.....	83
13. What are the names given these terms in the science of grammar?	83
14. An idea is a thought of what degree?.....	83
15. The idea "dogs bark" consists of what kind of concepts?	83
16. How is the idea "this horse eats" formed?.....	83
17. What kind of a statement is made whenever an idea is expressed?	84
18. The tree of the faculty of thinking has four branches, what is the first branch?.....	84
19. From what do images grow?.....	85
20. From what do concepts result?.....	85
21. From what are ideas born?.....	85

CHAPTER VI

JUDGMENT

1. What is the second branch of the tree of thinking?..	88
2. What is the derivation of the word judgment?.....	88
3. What is the second and what is the fourth definition of judgment given in the Oxford Dictionary?....	88, 89
4. What results from "correct use" in forming judgments?	89, 90
5. How many kinds of judgments are there?.....	90
6. What results from forming sound judgments?.....	90
7. If one's actions are regulated by unsound judgments what will be the results?.....	90
8. How are judgments arrived at?.....	90
9. What constitutes a sound judgment?.....	90, 91
10. How many kinds of unsound judgments may be made?	91
11. What causes a mistaken or false judgment?.....	91
12. What causes a hasty judgment?.....	91
13. What causes a prejudiced judgment?.....	91
14. To what is an illogical judgment due?.....	91
15. A judgment is a thought of what degree?.....	91
16. The forming of judgments marks the dawning of what mental power?.....	91
17. What is the first function of the power to reason?..	92

	Page
18. What is the greatest "reducer" of the need of supervision?	92
19. What are most fruitful causes of errors?.....	92
20. From what does the art of forming sound judgments result?	92
21. Why should the young man just out of college not seek a managerial position at the start?.....	93
22. What is said of the value of the man of perfect judgment?	93
23. In what does the forming of sound judgments consist?	93
24. Why is the power to form sound judgments so important?	93
25. This power to form sound judgments constitutes what branch of the tree of thinking?.....	94
26. From what do images grow?.....	95
27. From what do concepts grow?	95
28. From what do ideas grow?	95
29. From what do judgments grow?.....	95
30. What forms the first step in the power to reason?....	95
31. Will the power to form correct judgments alone suffice to produce the highest intellectual capacity?..	95
32. What is a still more valuable element in intellectual power?	96
33. What is reasoning?.....	B, 63

CHAPTER VII

LAWS

1. What is a law?.....	98
2. What are the six sound judgments formed by the driver of the grocery wagon?.....	98, 100
3. What relationship common to these judgments can the thoughtful man perceive?.....	101
4. What other element common to all these judgments will careful thought reveal?.....	101
5. What law can be perceived from these two common relationships?	101
6. What is the second step in reasoning?.....	102
7. What is the third branch on the tree of thinking?....	102
8. What is a thought of the third degree?.....	102
9. Of what are images the result?.....	102
10. Of what are concepts the result?.....	103
11. Of what are ideas the result?.....	103

	Page
12. Of what are sound judgments the result?.....	103
13. Of what are laws the result?.....	103

CHAPTER VIII

PRINCIPLES

1. What is a principle?.....	104
2. How are primary and tributary laws discerned?.....	104
3. How is a principle discerned?.....	104
4. When a man has once discerned the law that the power to give satisfaction varies directly with his efficiency, what other laws should he be able to perceive from the same and related facts?.....	105
5. What is the charatcer of the mind that forms sound judgments?	105
6. How would the inquiring mind naturally reason about profit and satisfaction?.....	105
7. Growing out of the perception of many laws embracing the concepts profit and satisfaction what is the principle or fundamental law upon which the science is founded?	106
8. Can the mind go beyond a principle in the process of thinking?	106
9. What is the third step in reasoning?.....	106
10. Is there another or fourth step in reasoning?.....	106
11. What are the three steps in reasoning?.....	106
12. What seven things can the mind do in the entire process of thinking?.....	106, 107
13. What is the sum total of mental contents?.....	107
14. What activity or work runs through the entire inventory of mental contents?.....	107
15. Why are some minds larger than others?.....	110
16. What is the capacity of the well of consciousness?..	110
17. Upon what does the expansiveness of human consciousness primarily depend?.....	110, 111
18. Upon what does the power of perception rest?.....	111
19. What is the impelling feeling that stimulates the Will to perceive?	111
20. What are the other two faculties which combined with thinking make ability?.....	111

CHAPTER IX

REMEMBERING

	Page
1. What is the subject of this chapter?.....	114
2. To what may the faculties of thinking, of remembering and of imagining be likened?.....	115
3. How many kinds of mental contents can the best intellectual factory make?.....	115
4. What is done with these mental materials after they are made?	115
5. What is the storehouse of consciousness?.....	116
6. How may the value of a good memory be most vividly shown?	116, 118
7. What kind of an attribute is forgetting?.....	116
8. What kind of errors are especially attributable to forgetting?	116
9. Errors of omission have what effect on efficiency value?	116
10. Why?	116
11. What is the advantage in remembering a customer's name?	117
12. What are the bad results from forgetting to make important enclosures in letters?.....	117
13. Upon what does efficiency value depend?.....	118
14. What especially serves to reduce the need of supervision?	118
15. Why is memory a valuable business asset?.....	118
16. Can the power to remember be developed?.....	118, 119
17. What is the two fold process for developing memory? (See Lesson III, p. 82, The Law of Education.)	
18. What is the derivation of the word remember?.....	119
19. How does Webster define remember?.....	119
20. What does memory recall when required?.....	119
21. What is essential to a high order of ability?.....	119
22. How many things must the mind do in order to develop the faculty for remembering accurately?..	120
23. What is the first of these?.....	120
24. What is a condition precedent for proper receiving of mental content?	121
25. What is the derivation of the word concentration?..	121
26. What is meant by mental concentration?.....	121

	Page
27. What kind of a reception must be accorded to mental content?	122
28. What kind of attention must be given by the recipient?	122
29. What is the result of receiving mental content through concentrated attention?	122
30. What results from divided or scattered attention?....	122
31. What is the law of life with regard to the accuracy of a record made by vibrations.	123
32. Why do some people have difficulty in recalling names?	124
33. Are receiving and recording sufficient to insure remembering?	124
34. What must be done with the recorded thing?.....	124
35. Where are the records of mental contents made?....	125
36. How are they retained?.....	125
37. What is the first physical requisite for receiving, recording and retaining mental contents?.....	126
38. What is the mind's natural process for storing mental contents so that they can be recalled when wanted?	126
39. What is the law of association?.....	127
40. What is the importance of the law of association?....	127
41. How many strings has the bow of association?.....	128
42. What is the first and how is it used?.....	128, 130
43. What is the second and how is it employed?.....	130
44. What is the third? How does it work?.....	130
45. What is the fourth?.....	130, 131
46. How does nearness in time or place assist memory?..	131
47. What is the fifth?.....	131
48. How should this string be used in recording?.....	131
49. To have a good memory one must develop the power to do how many things?.....	131, 132
50. What are these six things?.....	133
51. What is the law under which the mental content should be restored in the hall of memory?.....	133
52. How should the mental dumb-bells be used?.....	B, 171

CHAPTER X

IMAGINATION

1. How does Spencer rate the imaginative faculty?.....	137
2. How does Professor Baldwin define imagination?....	137
3. How does Dr. Krebs define imagination?.....	137

	Page
4. What is the important word in each definition?.....	137
5. Why do the products of the imagination make for progress?	137
6. What is the value of imagination?.....	138
7. What is its relation to true success?.....	138
8. What is its relation to inventions and the progress of the world?	139
9. What are some of the triumphs of the imagination?..	139
10. What has the imagination done for man himself?....	140
11. What are the materials used by the imagination?....	141
12. What is reconstructive imagination?.....	142
13. What is the constructive imagination?.....	143, 145
14. Where should the new mental combinations wrought by the imagination be tested out?.....	144, 145
15. What is the value of constructive imagination in business?	145
16. What is the use of constructive imagination in man building?	145, 146
17. Why does the constructive imagination make for progress?	146
18. What effect has the imagination on bodily health?..	146, 147
19. What is the danger of an uncontrolled imagination? ..	147
20. What must always be the controller of the imagination?	147
21. What are the two destructive kinds of imagination?	147, 148
22. To what do they lead?.....	148
23. How can they be guarded against and defeated?....	149
24. How can imagination be systematically used in business?	B, 226

CHAPTER XI

HOW TO TRAIN THE THREE FACULTIES

1. What mental processes have we now learned?.....	151
2. How many things must the individual do to convert this useful knowledge into a vast reservoir of static intellectual power?	151
3. What is the first of these two things the individual must do?	151
4. Upon what does the practical value of these teachings thus far center?.....	151

	Page
5. What are the twelve things that he must gain facility to do right?.....	152
6. Having developed these faculties what one condition remains to be fulfilled in order to increase his power to render permanently satisfactory service?.....	152
7. In order to develop the three faculties of thinking, remembering, and imagining, what are the two things necessary to do?.....	153
8. All development resolves itself into what two processes?	153
9. To cultivate the power to perceive what must one have?	153
10. What is the psychological reason for the possession of a sound body?.....	153
11. Why is the gray matter of the brain the most important matter in the world?.....	153
12. What is the first condition of a one hundred per cent power of perceiving sensations, images, concepts, ideas, judgments, laws and principles?.....	154
13. Is the gray matter part of the body?.....	154
14. Are the afferent and efferent nerves part of the body?	154
15. Are the central cells parts of the body?.....	154
16. What effect has disease in one part of the body upon every other part?.....	154
17. What is the first essential which Nature demands for the building of a sound mind?.....	155
18. Granted perfectly healthy gray matter, what is the second essential for expanding consciousness?.....	156
19. What is meant by mental hunger?.....	156
20. Why must the soul have food?.....	157
21. How does the soul come to want or desire mental food?	157
22. What results from an appreciation of the values of mental food?	157
23. What is the third essential for training the faculties of thinking, remembering and imagining?.....	159
24. What bearing has the volitional power upon the question of development of these faculties?.....	159
25. What is the result of storing knowledge but not using it?	159
26. What is the second great principle involved in the building of the nervous system?.....	159

	Page
27. Having gained self knowledge and self respect through what principle only can self control be gained?	159
28. To what does the capacity to think, to remember, and to imagine lead?.....	161
29. Of what is ability the forerunner?	161
30. Of what is ability the regulator?	161
31. For what is ability an absolute essential?.....	161
32. Of what is satisfactory service the cause?.....	161

LESSON V

RELIABILITY DEVELOPMENT

CHAPTER I

A STORY

	Page
1. In the emotive life what is the starting point of growth?	9
2. What kind of feelings must grow from the seed germinated in consciousness to produce the tree of reliability?	9
3. What was the seed-thought from which John of Egifa's reliability grew?.....	10
4. Can the seed of moral growth and worth be germinated through a realization of the monetary value of service?	10
5. Why?	10
6. When the spirit of service is once put into effect in daily life what law will come into operation?.....	10

CHAPTER II

RELIABILITY VS. UNRELIABILITY

1. What is the meaning of reliability?.....	11, 12
2. From what standpoint is it here discussed?.....	12
3. Why cannot the unreliable man inspire confidence?..	12
4. Can the unreliable man get money?.....	13
5. Can he gain the respect of his fellow man?.....	13
6. Can he render permanently satisfactory service?.....	14
7. What is meant by health?.....	14, 15
8. What is intellectual health?.....	15
9. What is moral health?.....	15
10. What is moral disease?.....	15
11. From what does reliability result?.....	16
12. What is the cause of unreliability?.....	16
13. Can the moral disease of unreliability be cured?....	16
14. What is the remedy?.....	16
15. Are there degrees of reliability?.....	16, 17

	Page
16. What was the trouble with Mr. Brown's employees?..	17
17. Where is the source of reliability?.....	20

CHAPTER III

THE FEELINGS CLASSIFIED

1. The feelings belong to what realm?.....	22
2. What is included under the term "sensibilities"?....	22
3. What are the feelings?.....	22
4. Where in the realm of the sensibilities do the feelings belong?	22
5. What are the elements in consciousness which determine the character of the individual?.....	22
6. What is the seed of reliability?.....	22
7. Do the constructive feelings arise from the sensations of touch?	23
8. Are thought and volition feelings?.....	23
9. As used by J. S. Mill the term feelings includes what?	23
10. If the feelings are states of consciousness are they physical or mental?.....	23
11. What are the two general classes of the feelings?....	23
12. With which class has the Science of Business to do?..	23
13. Why do the constructive feelings bring pleasure?....	23
14. Why do the destructive feelings bring pain?.....	23
15. Why is it necessary to draw a line of distinction between feelings which bring temporary enjoyment and those that bring permanent pleasure?.....	23, 24
16. How is the generic nature of a feeling determined?..	24
17. What are the constructive qualities manifested by Mr. A?	24, 25
18. What are the destructive qualities manifested by Mr. B?	25, 26
19. Which of these men will need the most supervision?	24, 27
20. Which will render the better service?.....	24, 27
21. Why is reliability a commercial asset?.....	27
22. Considering the list of constructive qualities, what do you consider the nine most important ones?.....	28, 29
23. Every constructive quality is the result of what?....	27
24. What causes the growth of the constructive qualities?	29
25. Can darkness exist in the presence of light?.....	29

	Page
26. Can fear exist in the presence of courage, or doubt in the presence of faith, or apathy in the presence of ambition?	29
27. How then shall the destructive qualities be banished?	29

CHAPTER IV

THE FEELINGS FURTHER CLASSIFIED

1. What are the congenital feelings?.....	32
2. The phenomenon of human life rests upon what principle?	32, 33
3. What are the two laws in accordance with which individuals tend to persist?.....	33
4. To what is the elemental feeling of hunger due?.....	33
5. In order to persist what three things must the individual have?	34
6. Natural eating and drinking require what three things?	34, 35
7. What is the result of uncontrolled desire for nourishment?	35
8. What artificial appetites and destructive results come from uncontrolled desire for nourishment?.....	35
9. What is the lure of vanity?.....	36
10. What is the end of vanity run wild?.....	37
11. What is the result of the uncontrolled instinct of self perpetuation?	37
12. How may the basic instincts of self preservation and self perpetuation be made powerfully constructive?	39

CHAPTER V

FEELINGS BORN OF TEMPERAMENT

1. What constitutes a man's mental temperament?.....	42
2. What is the Century Dictionary's definition of temperament?	42
3. What four kinds of temperament does this Dictionary mention?	42
4. Why should the student read himself as well as other people?	43
5. What will cause natural temperament to become constructive?	43
6. What is mastership in efficiency?.....	43
7. What results from inefficiency?.....	43

	Page
8. What does lack of earning power lead to?.....	43
9. Why should a man seek to learn the place Nature intended him for?.....	44
10. What are the physical and mental characteristics of the sanguine temperament?.....	44
11. For what kind of work is the sanguine man best suited?	44, 45
12. What happens if ardent emotions are uncontrolled?..	45
13. What in general must the sanguine man do to become service rendering?	45
14. What are the physical and mental characteristics of the choleric temperament?.....	46
15. The choleric type is best suited for what kind of work?	46
16. Under what conditions are the well developed musculature and strong passions of this type vitally constructive?	46
17. What is the result of destructive feelings?.....	47
18. Is anger constructive or destructive in its effect?....	47
19. Which one of these types is optimistic, which is pessimistic?	48
20. Why should optimism be cultivated?.....	48
21. May optimism become over ripe?.....	49
22. What is the result of too much optimism?.....	49
23. How may a man of either the sanguine or the choleric temperament develop reliability?.....	50
24. What two laws are at the root of all the wonderful results that naturalists bring about in the vegetable kingdom?	50
25. What are the possibilities for conscious man to build himself?	51

CHAPTER VI

FEELINGS FROM INTELLECTUAL PROCESSES

1. What are the three classes of acquired feelings?....	53
2. How does the constructive nature of the man's intellectual contents affect his reliability?.....	53
3. Feelings arising from intellectual processes are created by what?	53
4. What is the channel to the mental world through which flows a continuous stream of Cause?.....	54
5. What happens if this stream is constructive?.....	54

	Page
6. What happens if this stream is formed of erroneous opinions and beliefs?.....	54
7. What happens if this stream is poisonous?.....	54
8. What is the Law of Intellectual Contents?.....	54
9. How do constructive thoughts affect the sensibilities?.....	54
10. What is the essence of constructive mental food?....	54
11. What is a suggestion?.....	54
12. What is the source of suggestions.....	54
13. What effect has thought on feeling?.....	54
14. What results from feelings?.....	54
15. What is the result of repeated action?.....	54
16. What is the result of habits?.....	54
17. What influences largely determine reliability?.....	54
18. Of what does environment consist?.....	55
19. Are Nature's products constructive or destructive?..	55
20. What studies are constructive?.....	56
21. How is thought expressed?.....	56
22. How are words expressed?.....	56
23. What results from destructive thought expressed by destructive words?	56, 57
24. What should be done with destructive mental contents?	57
25. When reliability is undermined what happens to right mode of conduct in service?.....	57
26. What is the fruit of morbid imagination?.....	57
27. What is an absolute essential for attainment of the maximum of reliability?.....	58
28. What is the starting point of desire for the right mental food?	57
29. Can mental hunger for constructive mental food be cultivated?	58, 59
30. Compare with cultivation of physical appetites.....	60
31. Why will increased love of truth tend to build reliability?	60

CHAPTER VII

FEELINGS FROM VOLITION

1. What mental powers in action cause feelings?.....	64
2. Do the intellect and the feelings equal the sum of human consciousness?	64
3. Is the volitional power a source of feelings?.....	64

	Page
4. What is volition?.....	64
5. What are the two powers of volition?.....	64
6. What feeling flows from decision and action?.....	64
7. What is the value of the constructive volitional feelings?	64
8. What is the force of constructive determination in building reliability?	65
9. Why are the volitional feelings basic in their influence on reliability?	65
10. When does thought nourish the feelings and when does it poison them?.....	65
11. Through what part of the nervous mechanism does the mind receive?.....	65
12. What part of the nervous mechanism is necessary for development?	65
13. What function does volition fill?.....	65
14. Why does the reliability of the individual vary directly with the constructive nature of his decisions and actions?	66

CHAPTER VIII

FEELINGS FROM REFINEMENT

1. Can man be compelled to mix brain stuff and soul stuff with his work?.....	68
2. Can heart stuff be bought?.....	69
3. Has loyalty a money price at which it can be profitably purchased?	69
4. Why not?	69
5. How does refinement at the top of an institution affect the employees?	69
6. How does mental hunger for truth affect human nature?	69
7. What is intuition?.....	70
8. Has the power to know intuitively any commercial value?	70
9. How can this power be developed?.....	70
10. What are intuitions?.....	70
11. How do they differ from judgments, laws and principles?	70
12. How does general refinement of nature affect the aesthetic feelings?	71

13. Why should a love of the beautiful be cultivated?....	Page 71
14. From what two sources spring the complex feelings which determine a man's reliability?.....	71

CHAPTER IX

THE COMPLEX FEELINGS

1. What is the acorn from which grows the oak tree of reliability?	73
2. Can one attain the maximum of reliability without the spirit of service?.....	73
3. What is the first essential of the spirit of service?...	74
4. What is the second essential of the spirit of service?	74
5. Realization that service rendered is cause and reward obtained is effect leads the reasoning being to do what?	74
6. What does common sense tell the awakened mind about useful knowledge?.....	74
7. Upon what food does the moral nature feed?.....	75
8. What leads to constructive ambition?.....	75
9. What is constructive ambition?.....	75
10. What generates the feeling of personal responsibility?	75
11. To what does the feeling of responsibility extend?..	76
12. What gives rise to the feeling of faith?.....	78
13. What is the substance of better days hoped for, the evidence of promotions and of profitable patronage not seen?	78
14. From what does the feeling of courage spring?.....	78
15. What is courage?.....	78
16. Why does faith beget earnestness?.....	79
17. What is temperance?.....	79
18. What is the effect of temperance on the body and on the intellect and the volition?.....	80
19. What effect has temperance on faith and courage?..	80
20. The perceptions of truth have what effect on quality, quantity and mode of conduct?.....	80
21. Why is truth a basic element of reliability?.....	80
22. What is the genesis of the attributes of justice?...	81
23. What quality flows from the sense of justice?.....	81
24. What bearing has honesty upon confidence and satis- faction?	81
25. Can a man be dishonest in thought and remain re- liable?	81

	Page
26. What gives warmth and light to the tree of reliability?	82
27. Why should one love his business?.....	83
28. Why should there be love in the home life?.....	83
29. What is the greatest cure for clock watching and time serving diseases?	83, 84
30. What supreme quality results from the impelling force of love?	84
31. What are the eight complex feelings which produce reliability?	84
32. What is the opposite of each of these?.....	84
33. What are the eight laws of reliability development?	85, 88
34. Can the eight feelings which produce reliability be cultivated?	89
35. How can anyone who desires to do so cultivate these eight feelings?	89

CHAPTER X

DEVELOPING THE CONSTRUCTIVE FEELINGS

1. What is the principle of nourishment plus use?.....	92
2. How many natural laws are related to this principle?	92
3. What is the law of thought?.....	92
4. How have the feelings been defined?.....	93
5. How do thought and feeling correspond?.....	93
6. Courageous thoughts produce what kind of feelings?	93
7. What is the first requisite for building reliability?....	93
8. What is the analogy between constructive thoughts and nourishing food?.....	93
9. What is the food of the feelings?.....	93
10. What are the three primary ways of obtaining this food?	93, 94
11. By what kind of reading may the feeling of courage be built up?.....	94
12. Is the receiving of constructive thought sufficient in building constructive feelings?.....	94
13. How many steps must be taken and how many laws made operative?	94
14. What is the law of imagination?.....	95
15. What is imagination?	95
16. How may the imagination become a destructive force?	95
17. How may the imagination be made powerfully constructive?	96

	Page
18. What is the law of exercise?.....	97
19. How are the feelings nourished?	97
20. How are the feelings made to grow?.....	97
21. How can a feeling be exercised?.....	97
22. How can the feeling of courage be exercised?.....	97
23. What is the law of expectant repetition?.....	100
24. What process is continually going on in Mammoth Cave?	100
25. What results from this constant silent minute work of Nature?	100
26. What principle is essential in the building of the feelings?	101
27. What belief must accompany persistent repetition?...	101
28. What are the effects of doubt and fear?.....	101
29. Who will follow the road thus made plain, and put these four laws into practice?.....	102
30. Can any teacher do more than point the way?.....	103
31. Upon whom rests the responsibility of building the constructive feelings of the party of the first part?	103
32. What is certain to result from persistently and expectantly applying these four laws?.....	103
33. What commercial value is there in developing reliability?	103, 104
34. What are the most important constructive qualities to be persistently nourished?.....	104

LESSON VI

ENDURANCE DEVELOPMENT

CHAPTER I

WHAT IS ENDURANCE?

	Page
1. What is the law of Endurance?.....	6
2. What is endurance?	6
3. What is the source of endurance?.....	7
4. What is the meaning of health?.....	7
5. Health of intellect produces what power and what quality?	7
6. Health of the sensibilities produces what power and what quality?	7
7. Health of the body produces what power and what quality?	7
8. This lesson has to do with which phase of health?...	7
9. What is the cause of shattered nerves and premature death?	8
10. At what age does a man attain physical maturity?....	9
11. How long should he live if he obeyed Nature's laws of well being?.....	9
12. Name seven results of lack of physical health?....9,	10
13. How does the most intricate of man made inventions compare with the human body?.....	11
14. What is the physical body made of?.....11,	14
15. Which usually receives the better care—a natural gift or an artificial possession?.....	12
16. What are the three arch enemies of progress?.....	12
17. How may these be combated and radically reduced?	12, 13
18. For what two purposes does a man use the physical body?	14
19. What would be the state of matter without energy?	14
20. What would be the condition of energy without matter?	15
21. How does the human entity express itself?.....	15
22. What medium does it use for this self expression?..	15

	Page
23. What does man express through gestures and the spoken word?	15
24. What does man express through signs, symbols and the written word?.....	15
25. What does he express through deeds?.....	15
26. What are the results of these various modes of expression if constructive?.....	15
27. What results if these modes of expression are destructive?	15
28. When does a sense of appreciation of the value of the body begin to dawn?.....	15
29. What function did Nature intend the body to fulfill?	16
30. Can it fulfill this function in the absence of health?..	16
31. Why is the care of the body essential to success?....	16

CHAPTER II

NOURISHMENT AND USE

1. What is the principle from which all laws of physical growth are derived?.....	20
2. What is the first law related to the correct nourishment of the body?.....	21
3. What is the law of Mentation?.....	21
4. What is meant by mentation?.....	21
5. What is the effect of constructive mentation?.....	21
6. What results from destructive mentation?.....	22
7. What effect upon the body have such feelings as anger, hatred, jealousy and revenge?.....	22
8. How does the feeling of greed affect the body?.....	22
9. The feeling of fear tends to affect the nervous organism in what way?.....	22
10. Do thought, memory, imagination, feeling and volition affect health?	22, 23
11. What effect upon longevity has good cheer?.....	23

CHAPTER III

BREATHING

1. What is the law of breathing?.....	26
2. Upon what three things does correct breathing depend?	26
3. What is said of oxygen?.....	26
4. What part of the earth is oxygen?.....	27
5. What part of a man is oxygen?.....	27

	Page
6. What constitutes correct breathing?.....	27
7. What are the results from bad habits of breathing?..	28
8. What are the two kinds of bad air?.....	29
9. What results from breathing bad air?.....	29
10. What are three rules for breaking the habit of breathing bad air?.....	29
11. What is meant by breathing backward?.....	30
12. What are the results of breathing backward?.....	30
13. How does a little child breathe?.....	31
14. Watching the process of breathing forward, what two facts will be noted?.....	31
15. What is the prime basic breathing exercise?.....	32
16. How can this exercise be taken?.....	32
17. What effect will this exercise have upon energy and cheerfulness?	32
18. What follows from not breathing enough?.....	32
19. What three habits are largely responsible for not breathing enough?	32
20. How do the upper lobes of the lungs compare in size with the lower lobes?.....	33
21. How are they filled with and emptied of air?.....	33
22. How are the lower lobes of the lungs filled with and emptied of air?.....	33
23. What is the only correct way to breathe?.....	34
24. What two conditions are necessary for correct breathing?	34
25. What is the proper posture of the body for correct breathing?	35
26. What three reasons are given for standing erect?....	36
27. What is the great benefit of deep breathing?.....	37
28. What organ did nature intend man to breathe through?	37
29. How are the nostrils equipped?.....	37
30. What results from the bad habit of mouth breathing?	37, 38
31. How can this bad habit be corrected?.....	37
32. Why is breathing one of the most important functions of the body?.....	38
33. How is it clear that Nature intended man to breathe through the nose?.....	38
34. How may breathing be practiced while walking?....	39
35. What breathing exercise may be beneficially employed while sitting?	39

	Page
36. How may the walking exercise be used at the open window?	39
37. How have we learned the importance of sleeping with plenty of fresh air in the room?.....	40
38. To effect radical physical improvement the individual must understand what laws?.....	40
39. Having an understanding of the laws related to the principle of growth what must the individual then do to affect physical improvement?.....	40
40. What will be the result of applying the facts stated in this chapter?	41

CHAPTER IV

CORRECT DRINKING

1. What is the law of right drinking?.....	43
2. What happens to the body if the absence of water is forced for a few days?.....	43
3. What part of the human body is composed of water?	43
4. What are the five phases of the subject of drinking here considered?	43, 44
5. These resolve themselves into what three universal abstract elements?	44
6. What is the best beverage?.....	44
7. Why?	44
8. Why is it well to drink distilled water?.....	44, 45
9. What happens if not enough water is supplied to the body?	45
10. What is said about taking water while eating?.....	45
11. When should water be taken?.....	46
12. How much water should be taken daily?.....	46, 47
13. How should one drink water?.....	47
14. What results from rapid drinking of cold water?... ..	47
15. What are the beneficial effects from slow drinking?.. ..	47
16. What effect has alcohol on endurance, activity and accuracy?	48
17. What is the ultimate effect of the use of alcoholic drinks?	49, 50
18. How should the man seeking to build endurance use all beverages?	50
19. What demands does Nature make of him who would render permanently satisfactory service?.....	51

CHAPTER V

RIGHT EATING

	Page
1. What is the law of correct eating?.....	53
2. How do the elements of the principle of service— Q. Q. M.—apply to this law?.....	53
3. What is the rule as to quality of food?.....	54
4. What is a good guide as to the kind of food needed?.	56
5. What has unseated Natural hunger from its throne?.	56
6. What results from cultivating and indulging false ap- petites?	57
7. What is said of the modern banquet table?.	58
8. What builds our bodies?.....	58
9. What is the river of the body's life?.....	58
10. What may poison this river of life?.....	58
11. What effect will this have upon the gray matter of the brain?	59
12. How will poisoned blood in the brain affect mental processes?	59
13. What five rules does Horace Fletcher give for eat- ing?	59, 60
14. Nature if not interfered with will settle what vexed questions?	60
15. What are three results from following Dr. Fletcher's five rules?.....	61
16. Why do most people nearly always eat too much?....	62
17. What does Dr. Fletcher's experience demonstrate as to a small amount of simple food thoroughly masti- cated?	63, 67

CHAPTER VI

CLEANSING

1. What is the law of cleansing?.....	70
2. What are three requisites for cleansing the body?...	70
3. What two purposes does the bath serve?.....	70
4. Upon what does the proper temperature of the bath depend?	71
5. Why should excretions resulting from perspiration be removed?	72, 73
6. When is perspiration most poisonous?.....	72
7. Why is care of the teeth essential to health?.....	73

	Page
8. How often should the teeth be examined by a good dentist?	73
9. What three reasons can be given for possessing good teeth?	74
10. How many times a day should the teeth be cleaned with a brush and water?.....	75
11. When and why should the internal bath be taken?..	75, 78
12. What are the five tributary laws related to the principle of service thus far considered?.....	78
13. Of which element of true education are these laws?..	78
14. By following these laws, what does man's physical body receive?	79
15. Do these laws belong to the afferent (receiving) or to the efferent (giving) principle?.....	78

CHAPTER VII

EXERCISE

1. What is Webster's definition of exercise?.....	81
2. What is the law of Exercise?.....	81
3. Why is the "use" element essential for growth?..	81, 82
4. What three classes of acts cover all human exercise?..	82
5. Is the daily work generally sufficient to exercise all parts of the body?.....	82
6. What happens to those muscles and tissues that are not exercised?.....	82
7. What is the benefit of play?.....	83, 85
8. Why are special exercises advisable for the business man?	85
9. What does exercise do for the brain areas?.....	86
10. Why is intellectual development dependent upon physical exercise?	86
11. What does exercise do for the digestion?.....	86
12. What does it do for the particular part exercised?....	86
13. How does it affect the circulation of blood?.....	87
14. What does exercise do for excretion of waste material?	87
15. How only can muscular strength be developed?.....	87
16. What does exercise do for the general form of the body?	87
17. Why is symmetry of body a commercial asset?.....	87
18. What results from lack of proper exercise?.....	88
19. What are the four rules of correct exercise?.....	88

	Page
20. What are two good reasons for exercising without apparatus?	88
21. What is meant by using muscular resistance coming from antagonism of one muscle against another?	88, 89
22. What is energizing?	89
23. How can the feeling of hunger for exercise be cultivated?	90
24. What is meant by "exercise just enough"?	90, 91
25. Upon what two things depends the great quality of <i>Endurance</i> ?	91, 92
26. When in doubt about taking any special exercise or the amount of exercise, what should be done?	93
27. What two exercises may be beneficially taken daily by one and all?	93
28. What is the importance of the abdominal muscles? ..	94
29. What is the special value of body circling?	95

CHAPTER VIII

REST

1. What is the law of rest?	106
2. Right rest involves what two factors?	106
3. What is relaxation?	107
4. What are four rules for relaxing?	107
5. Why is it important to relax?	109
6. How is Nature's demand for sleep indicated?	111
7. What should be the response?	111
8. What are the results of right sleep?	111
9. What results from too much sleep?	112
10. Give four rules for cultivating the habit of sound and refreshing sleep?	112
11. Give thirteen supplementary helpful rules for cultivating the habit of sound and recreating sleep?	113, 114
12. What must be the natural result of obedience to Nature's seven laws for the correct nourishment and the correct use of the body?	114
13. Referring to the diagram (p. 115), upon what do these laws rest?	114
14. What is the generic center or cause?	114
15. What flows from right thinking?	114
16. What is the result of the sound mind and the sound body?	115

	Page
17. What is the connection between endurance or substantial effort and the principle of service?.....	115
18. What is the proper arrangement of these seven laws for the daily program?.....	116, 117
19. What blessing attends the man who follows the science of endurance?.....	117
20. The secret of obedience to the laws of physical well being nestles in one word; what is that word?.....	117
21. How only can permanent results be obtained?.....	117
22. Of what is habit formation a function?.....	117

LESSON SEVEN

THE WILL

PART ONE—VOLITION

CHAPTER I

	Page
1. What attributes of man thus far have been studied?..	5
2. What has been the purpose of this study?.....	5
3. What subject is treated in this lesson?.....	5
4. Why do we study volition?.....	5
5. Why is volition called a power?.....	5
6. What is volition?.....	6
7. What is immanent volition?.....	6
8. What is emanant volition?	6
9. What is permanent volition?	6
10. What is the meaning of the word immanent?.....	6
11. What is the first step in volition?.....	7
12. Is decision static or dynamic?.....	7
13. What is the meaning of the word emanant?.....	7
14. Is an immanent volition static or dynamic?.....	7
15. What are the two elements at the base of all education? (Chapter 3, Lesson 3).....	8
16. To which of these elements do immanent volitions conduce?	8
17. To which of these elements do emanant volitions conduce?	8
18. What two elements entering into volition do all authorities name?.....	8
19. What will result from correct decisions?.....	9
20. What element of service flows from action?.....	9
21. What is the third element of volition needed to insure right quantity of action?.....	9
22. What is the result of persistence or repetition of action?	9
23. What is habit?.....	9
24. What does Carlyle say of habit?.....	9

	Page
25. Upon what does habit formation depend?.....	9
26. Constructive habits do what for the life of the individual?	9
27. What are the three elements of efficient volition?... ..	10
28. What is decision? What is action? What is repeated action?	10
29. What is the receiving side of consciousness?.....	10
30. What is the giving side of consciousness?.....	10
31. What is the constructive faculty in the intellectual life?	10
32. What is the constructive power in the volitional life? ..	10
33. What does this power create?.....	10
34. What is the value of good intentions?.....	11
35. How can they be made constructive of character and of bodily health?.....	11
36. What is the law of stability of habit?.....	12
37. Has man the power of choice?.....	12
38. Is it sufficient to choose to make constructive decisions?	12, 13

CHAPTER II

PROCESS OF VOLITION ANALYZED

1. What proportion of human activity is the result of subconscious processes?.....	15
2. What regulates the ordinary processes of breathing, digestion and circulation of the blood?.....	15
3. What eventually happens even with actions that at first require close attention, such as walking, talking and manual exercises?.....	15
4. What is the efficient agent of this automatic action?..	16
5. What is mastership?.....	16
6. To what does the doing of the right thing apply?... ..	16
7. What kind of habits build efficiency?.....	16
8. What kinds of habits disintegrate efficiency?.....	16
9. Habits of what kind are the more readily formed?... ..	16
10. How can bad habits be overcome and good habits formed?	17
11. Conscious volition applies to what kind of actions?...	17
12. How many processes involved in conscious volition?..	18
13. What is the first of these?.....	18
14. What are the two kinds of sensations?.....	18
15. How do subjective sensations arise?.....	18

	Page
16. What is the source of objective sensations?.....	18
17. What is the seed of conscious volitions?.....	19
18. What is the second stage of conscious volition?.....	19
19. What results from the favorable attention of thought?	20
20. What kind of a force is desire?.....	20
21. Towards what does it impel?.....	20
22. What is reason?.....	20
23. To what does right reason lead?.....	21
24. Desire mixed with reason equals what?.....	21
25. What is a motive?.....	21
26. Is the motive volition?.....	21
27. What is the first bud on the stalk of volition?.....	21
28. What is the frost that chills the bud of decision?....	22
29. What is the insect that stings it to death?.....	22
30. What may cause the blossomed bud of decision to rot and fall away?.....	23
31. If the blossom remains and fulfills its function does immanent volition bring forth emanant volition?...	23
32. What is the final stage of volition?.....	23
33. Why does much of the grain of action fail to ripen into constructive usefulness?.....	23
34. What is needed that the man may eat of the fruitage of his own habits?.....	23
35. What is the generic cause from which the other six processes involved in volition spring?.....	24
36. What are the six effects resting upon sensation?.....	25
37. What does the all-seeing eye of the mind present in the whole process of volition?.....	26
38. If any one of these elements be subtracted what will become of the final ripened fruitage of habit?.....	26
39. Can any other elements be added?.....	26
40. Why?	26

CHAPTER III

DISEASES OF VOLITION

1. Diseases of the volitional power are of what two kinds?	35
2. What are the symptoms of excess of volitional power?	36
3. What is this disease called?.....	37

	Page
4. What class of errors result from the uncontrolled volitional power?.....	38
5. What two elements of service does it destroy?.....	38
6. The disease of not enough decision and action causes what class of errors?.....	38
7. In what ways is this disease manifested?.....	38, 39
8. What is this disease called?.....	40
9. What element of service is most diminished by reason of aboulia?.....	40
10. How is quality of conduct affected by the man of indecision?	40
11. How is mode of conduct affected?.....	40
12. Can these diseases be cured?.....	41
13. What is the method of cure?.....	41, 43
14. Why has the term will been omitted thus far in the discussion?	43
15. What is the will?.....	43

PART TWO

CHAPTER I

INTRODUCTION

1. What is the full title of this series of lessons?.....	45
2. What is Sir William Hamilton's definition of Philosophy?	45
3. In dealing with the intellect, the sensibilities and the body, how has the Science of Business spoken?....	45
4. Why is this certitude justifiable?.....	45
5. Can the same be said of the will?.....	46
6. In discussing the will what realm is entered?.....	47
7. Why are former definitions of the will abandoned?..	48
8. What is here attempted in regard to a definition and a hypothesis of the will?.....	48

CHAPTER II

PHILOSOPHY

1. What is the practical philosophy of Business Science?	49
2. From what is the practical philosophy of this science deduced?	50
3. When can one pin his faith to a system of philosophy?	50

	Page
4. With what kind of truths does this practical philosophy deal?.....	50
5. Practical philosophy of business science belongs to what place and what time?.....	51
6. What is a utilitarian philosophy?.....	51
7. Where and when is this philosophy to be utilized?... 51	51
8. For what purpose it is to be utilized?.....	51
9. What are the two great schools of philosophy?.....	51
10. In what sense is the word spiritual not used here?... 51	51
11. In what sense is the word spiritual here used?.....	52
12. What does the school of spiritual philosophy believe as to the human ego or the soul?.....	52
13. Where does this entity reside?.....	52
14. For what does it utilize the physical body?.....	52
15. What does it own and control?.....	53
16. What does this school of philosophy call the grey matter of the brain?.....	53
17. What does the materialistic school of philosophy believe as to the universe as a whole?.....	53
18. What does it say as to the soul?.....	53
19. To what agencies and forces does it ascribe the material product called man?.....	54
20. What is its explanation of thought?.....	54
21. Can the Area Philosophy endorse the materialistic view?	55
22. Give two reasons why the Area Philosophy must reject materialism?.....	55, 56
23. What does Sir Oliver Lodge say the soul of a thing is?	56
24. What does he say the body is?.....	56
25. How does the Century Dictionary define practical philosophy?	58
26. Are all actions useful?.....	58
27. What useful actions are the end of the practical philosophy of the will?.....	58

CHAPTER III

THE WILL DEFINED

1. What is Dr. J. R. Angell's definition of the Will?....	61
2. What change does the philosophy of successful business make in this definition?.....	62

	Page
3. In man's kingdom what powers are subordinate to the will?	62
4. Has man physical powers as well as mental powers? ..	62
5. Has the will dominion over the appetites and passions?	62
6. Why must will be the independent entity?.....	63
7. Why must will have dominion over the physical powers?	62, 63
8. Nature is manifested in what two ways?.....	63
9. What two kinds of matter are there?.....	63
10. What two kinds of energy?.....	64
11. How do Wundt and Ladd summarize the theory of the will?.....	64
12. How only can energy manifest itself or be manifested?	65, 66
13. What is the life principle in man?.....	68
14. Is the ego, self or soul distinct from matter?.....	68
15. Is it distinct from physical energy?.....	68
16. Is it independent or dependent upon other human powers?	68
17. What kind of an entity is it?.....	68
18. What is the nature of its manifesting agency or body? ..	68
19. Can psychic energy manifest through physical material alone?	68
20. What is the office or province of the mind?.....	68
21. For what purpose does this spiritual entity use its physical body?.....	68
22. What is this independent spiritual entity to which all human powers are subordinate?.....	68
23. What is the active function of the will?.....	69
24. What is the static side of the will?.....	69
25. How far back of choice does will extend?.....	70
26. Can any analysis reveal the genesis of will?.....	70
27. How only is the will known?.....	71
28. Has man a will or is man a will?.....	71
29. What is banished and what is found by viewing man as a will?.....	71, 72
30. If the will is king, what are the mental powers?....	72
31. What is the duty of the intellect?.....	72
32. What is the office of the sensibilities?.....	72
33. What is its volition?.....	72
34. What is the function of its physical body?.....	72
35. What is the awareness of the will?.....	72

	Page
36. Wherein lies man's freedom of choice?.....	73
37. Through what power does the will choose?.....	73
38. What can the will do in the exercise of this power?..	73
39. Can it command the intellect to bring in new evidence?	73
40. Can it check or augment feeling?.....	73
41. Can it become aware of physical conditions and set the machinery to work to modify them?.....	74
42. What prepares it to meet any emergency?.....	74

CHAPTER IV

PHILOSOPHY OF WILL DEVELOPMENT

1. What is the problem of problems for each individual?	76
2. What is the general process for making the will strong?	76
3. Efficient nourishment and efficient use have what three fundamental elements?.....	77
4. Into what are each of these three elements divisible?..	77
5. What universal element must necessarily be present for the attaining of the maximum of education through correct use?.....	77
6. What is discipline?.....	79
7. Does discipline repress activity?.....	79
8. What is the purpose or end of discipline?.....	79
9. Can you discipline a watch or an automobile?.....	79
10. What only can be disciplined?.....	79
11. What is the starting point for the growth of a strong will?	79
12. What is the result of want of self discipline?.....	79, 80
13. How only can speech and action be controlled?.....	80
14. What is the fruit of self reliance?.....	81
15. What is the fruit of study?.....	81
16. What can be said of discipline in relation to the powers of the will?.....	82
17. What is the basis of self control?.....	82
18. What is the first essential for ethics?.....	82
19. Upon what principle does the building of right mode of conduct rest?.....	82, 83
20. Name eight destructive results of lack of self control.	83, 84
21. Name twenty destructive states of consciousness springing from or allied to uncontrolled anger....	84, 85

	Page
22. State the law of self control.....	85
23. What are the basic faculties that must be controlled, regulated and trained to build a strong will?.....	85
24. What are the basic faculties of the intellect?.....	85
25. What are some twenty processes of the intellectual or knowing powers?.....	86
26. What are the emotive elements to be regulated and controlled? (See Lesson Five).....	86
27. The physical habits to be regulated and controlled are discussed in Six.....	86
28. What are the three volitional faculties?.....	86
29. What must rule and regulate all these classes of power?	86, 87

CHAPTER V

HABIT

1. What is essential for habit formation?.....	90
2. In last analysis what is a man?.....	90
3. Define the word habit?.....	90
4. What is the value of constructive habits?.....	90
5. What does Carlyle say of habit?.....	91
6. What does Jeremy Taylor say concerning habits?....	91
7. What does Hazlitt say of the power of habit to harden or refine?.....	92
8. When are habits weak in their influence?.....	92
9. When are they very strong?.....	92
10. What does Samuel Johnson say of evil or destructive habits?	92
11. How does the evolutionist view habit?.....	93
12. What does Colton say of errors?.....	95
13. What says Bernard Gilpin as to how habits are formed?	95
14. What is the saying of Lamartine?.....	95
15. What is the old Latin proverb?.....	96
16. What is the motto in Plato's ring?.....	96
17. What does Quintilian tell us?.....	96

CHAPTER VI

HABIT AND THE NERVOUS SYSTEM

1. What is meant by the nervous system?.....	98
2. What are the three parts of the nervous system?....	98
3. What do the nerve fibres connect?.....	98

	Page
4. What do they conduct?.....	98
5. What are the nerve fibres called that carry the impulses to a center of the nervous system?.....	98
6. What are those fibres called that carry the impulses to the muscles or other active tissues?.....	99
7. How is the entire nervous system first organized?....	99
8. How are the movements of the muscles explained?..	99
9. How have the nerve centers acquired their habits?...	99
10. What is the source of habit?.....	99
11. What portion of the nervous system connects with the outside world?.....	99
12. Is the afferent nerve uniform in its action?.....	99
13. What results from this uniformity of action?.....	100
14. What forms the sole avenue inward for impulses from the outer world?.....	100
15. What kind of a right of way is it?.....	100
16. Does the afferent impulse ever violate the law and use the efferent road?.....	100
17. What results from this invariable following of its own path by the afferent impulse?.....	100
18. When a single afferent impulse excites an efferent act in a nerve center what may happen?.....	100
19. What is the spinal cord?.....	100
20. What is the function of the spinal cord?.....	100, 101
21. What is the medulla oblongata?.....	101
22. What is the function of the medulla?.....	101, 102
23. What is the character of the workings of the spinal cord?	102
24. How is the principle of discipline or inhibition illustrated?	102
25. What is the law as to higher centers?.....	103
26. Where are the centers of the special senses?.....	103
27. What is meant by "special senses"?.....	103
28. What is said of sensation?.....	103
29. When does consciousness first appear?.....	103
30. Why are the olfactory lobes of the lamprey so large?	104
31. Why has the carp no olfactory lobes?.....	104
32. What effect upon the carp has the removal of the ganglion corresponding to the brains?.....	106
33. How do frogs behave under similar treatment?.....	108
34. How does similar treatment affect a mammal?.....	109
35. What conclusion is reached as to the functions of the mammalian brain?.....	109

	Page
36. What comparison is drawn between this promotion and the history of a prosperous business firm?..	109, 110
37. Words come to us through what two channels of the afferent nerve?.....	110
38. Words go forth in speech by what efferent convolution?	110
39. Does a child understand words before it can utter them?	111
40. How is this fact explained?.....	110
41. How do trains of thought often begin?.....	111, 112
42. What happens with many of our trains of thought?..	112
43. What is the organizer of spinal ganglia?.....	112
44. What is the organizer of spinal functions?.....	112
45. What old friend seems also to have organized our brains?	112
46. Is this then the end of the "how" of thinking?.....	112
47. Are we simply the result of our environment?.....	112
48. Is there another fashioner of nervous matter?.....	113

CHAPTER VII

THE POWER OF WILL

1. What is the fashioner to whom brain protoplasm is as clay to the potter?.....	115
2. What is the rightful prerogative of the will?.....	115
3. Viewed as the whole mind what is the province of the will?.....	115
4. Why cannot a mere animal be held responsible for its actions?	115, 116
5. Has man the power of choice?.....	116
6. What makes man different from every other living being?	116
7. What is it that makes man responsible?.....	116
8. What does Spinoza say of a motiveless will?.....	116
9. What is the flaw or fallacy in Spinoza's reasoning?..	117
10. Can a steam engine work without steam?.....	117
11. Is it lack of motives or lack of power that causes a man to waver or hesitate to decide?.....	117
12. Can man determine the habits he will form?.....	117
13. What power enables him to make this determination?	117
14. What is the general result of making the will strong?	117
15. What are the five necessary steps to be taken in building a strong will?.....	118, 119

	Page
16. Is purely repressive, forbidding or prohibiting conscience sufficient for the life of action?.....	119, 120
17. What is the value of positive and strong convictions?	120
18. Why is the individual so generally lost in the mass?..	121
19. Why is it that only the few make history?.....	121
20. How is Joan of Arc's influence and power to be accounted for?.....	122
21. What is the noteworthy element in such genius as that of Edison's?.....	122, 123
22. What was the quality in Napoleon's character?.....	123
23. What made him irresistible?.....	123
24. What will industry, faith, convictions of duty and power do for any man?.....	123

LESSON EIGHT

FINDING THE CUSTOMER

INTRODUCTION

	Page
1. What are the four basic factors entering into life's relationships?	3
2. What is success?	3
3. What is the cause of success?	3
4. What is the cause of failure?	3
5. What is a natural law?	3
6. What is a principle?	4
7. What is Business Building Salesmanship?	4
8. What is the principle of service?	4
9. How many primary laws are related to this principle?	4
10. Why are there no more primary related laws?	4
11. What is the first primary law?	4
12. What constitutes the Science of Man Building?	5
13. Facts relating to the party of the second part are divided into what two groups?	5

CHAPTER I

THE SECOND PRIMARY LAW OF SUCCESS

1. What is Nature's second primary law of successful human conduct?	6
2. What kind of usefulness or service is contemplated in the statement of this law?	6
3. Why did the law student of the true story fail?	8
4. Is right quality alone a drawing power in commerce?	9
5. What must be added to the quality of service?	9
6. What two necessities are involved in the second primary law?	11
7. Does opportunity seek the man or must it be sought?	11

CHAPTER II

THE MOTIVE OF THE SALESMAN

1. What have the actuating motives to do with finding the customer?	13
---------------------------------------------------------------------------	----

	Page
2. What are the two elements necessarily present in excellence of motive?.....	14
3. What is a very proper and important third element in the motive of anyone offering products for sale?..	14
4. What is the danger in overestimating the monetary element?	14
5. Is the money earned a cause of efficient service or the result thereof?.....	14
6. What said John Wanamaker in regard to the beaten path?	15
7. How does Mr. Wanamaker let crowds of people know about his service?.....	15
8. What instruction does he give his buyers?.....	15
9. What is the dominant or ruling element in the Wanamaker motive?.....	16
10. Does Wanamaker make money?.....	16
11. Why?	16
12. What policy originated with the late Marshall Field?..	16
13. What chiefly characterizes the Field stores?.....	17
14. Will a skilful physician prescribe medicine which he does not believe will be beneficial?.....	18
15. Will the true merchant sell merchandise which he believes will not be of service to the patron?.....	18
16. Will the wise physician knowingly give the wrong medicine?	18
17. Will the scientific business builder permit the patron to buy goods not suited to render best service?....	18
18. Where the motive for money making overrules the spirit of service what is too often the result?.....	18
19. What was the spirit of the old time traders?.....	18
20. What is becoming of this species of traders?.....	19
21. What is the basis of permanent commercial relationship?	19
22. What is the only road to the securing of progressively profitable patronage?.....	19
23. What is the working of the law of compensation?...	20

CHAPTER III PERCEPTION

1. What is a sound judgment? A law? A principle? (See Lesson Four).....	22
2. What besides feeling enters into motive? (See Lesson Seven)	27

	Page
3. What kind of elements are perception, sound judgment, laws and principles? (See Lesson Four)...	22
4. How many best ways are there of doing anything?...	23
5. Upon what does success in finding many possible patrons largely depend?.....	23
6. Of what are motives the product?.....	23
7. What are the children of motives?.....	23
8. Upon what must the sound judgment as to what is best to do and how to do it rest?.....	24
9. In what four ways are individuals and institutions limited as to opportunity to find possible patrons?	24, 25
10. What are the four grand divisions of the vocation of commerce?	25, 26
11. What difference in methods of finding the patron generally distinguishes the retailer and the wholesaler?	26
12. What notable modification of these two plans has largely changed old time methods?.....	26
13. What is the general plan of a mail order house?....	27
14. Of which element of service is the mail order house necessarily short?.....	26
15. What beneficial effect has the mail order house had upon many retail merchants?.....	27
16. Can the methods of the retailer and of the mail order house be advantageously combined?.....	28
17. What are the four general methods in use for communicating with possible patrons?.....	28, 29
18. Are there any exceptions to these methods?.....	29
19. What faculty of the mind here finds its opportunity for usefulness? (See Text Book B, Part III)....	32

CHAPTER IV

FORMING SOUND JUDGMENTS

1. What is the general canvass?.....	33
2. What is it for?.....	33
3. What is its value?.....	33
4. Why should the salesman pick one or two leaders in a community?	34
5. What is the value of letters of approval?.....	34
6. What places should be passed by?.....	35
7. What two points should be kept in view in analyzing the field?.....	35

	Page
8. What is the chief reason for failure of many specialty salesmen?	35
9. What sources of information may aid in the process of selection?.....	36
10. How can these be supplemented?.....	36
11. How should each new patron be viewed?.....	36
12. Having gained a new patron, what is the next step to be taken?.....	36
13. Why should the salesman be thoroughly informed as to transportation facilities?.....	37
14. What is the danger in eliminating a vocation, a trade or profession?.....	37
15. Should the salesman depend upon reports from others?	37, 38
16. In case of doubt what should the salesman do?.....	38
17. What should the salesman know about his customer?	38
18. What information should he have as to related ideas?	38
19. What is the relation of present equipment to the probability of a sale?.....	38
20. What double relationship does the efficient salesman occupy?	39
21. In what respects should the salesman be an educator?	39
22. What is the natural result for loading the buyer with goods which he cannot use or which he cannot sell at a profit?.....	39
23. Of what advantage to the salesman are new ventures?	40
24. How far reaching are the dictates of style?.....	40
25. What four factors largely influence changes of style?	40, 41
26. What is behind all business in the United States?	41, 42
27. What effect upon business has a season of good crops?	42
28. What are the causes of panics?.....	42
29. What are the annual fire losses in the United States?	42
30. What advantages do fire losses bring to the prompt salesman?	42
31. Why should the customer often be prepared after a fire to buy a better class of goods than before....	42
32. What are the patent indications of new needs?.....	43
33. What inference may be drawn from the removal from a single apartment to a residence on the boulevard?	43
34. What changes may be looked for from the dealer who has enjoyed a period of profitable business?.....	43

35. How should he follow this course of selection?.....	Page 44
36. What are the chief special occasions that may be turned to the salesman's advantage?.....	44
37. How should they be treated?.....	45

CHAPTER V

LEADS AND PROSPECTS

1. What is a lead?.....	49
2. What is a prospect?.....	49
3. What are the best leads?.....	49
4. Why are recommendations of satisfied customers among the best leads?.....	49
5. What pointers are satisfied customers usually willing to give the salesman?.....	50
6. What are the advantages of commercial clubs as a source of leads and information?.....	51
7. Should such clubs be patronized for this purpose alone?	52
8. "He profits most who serves best." The sentence crystallizes the essence of what principle?.....	52
9. What is the value of past records in furnishing leads?	52
10. How should they be used?.....	52
11. What information is conveyed to the house by an in- quiry for "a pink lace-covered parasol for a baby carriage"?	53
12. What should be done with this and similar inquiries?	52
13. What kind of leads are disclosed by city ordinances?	54
14. By county, state and national records and advertise- ments?	54
15. By records of the probate courts?.....	54
16. By the published records of taxing bodies?.....	54
17. By marriage licenses?.....	54
18. By release of mortgages or trust deeds?.....	54
19. What use can be made of news columns and adver- tisements in newspapers and trade journals?.....	54
20. What use should be made of press clippings?.....	55
21. Name seven ordinary means of obtaining publicity?	55, 56
22. What is the idea at the bottom of advertising in all its forms?	56
23. What bearing has the quality of the advertising on the getting of favorable attention?.....	56

	Page
24. To what does the rule of quality of advertising apply?	56
25. What is the ultimate purpose of all advertising?.....	56
26. What is the mental law of securing? (See Lesson Two)	56
27. Why should this law be followed in preparing printed matter?	57
28. What should be the result of properly planned and prepared printed matter?.....	57
29. What is the advantage of enclosing a card or a coupon with the printed matter sent out?.....	57, 58
30. If form letters are used what eight points should be considered?	58
31. What is the result of the inefficient use of form letters?	58
32. What should be the character of the matter forming the body of the letter?.....	58
33. What should be the nature of the offer made?.....	58
34. Should the reader be given a chance to stop and say "yes" before finishing the whole letter?.....	59
35. What about the use of such words as hope, trust, etc., in sales letters?.....	59
36. Every suggestion of favorable action should be of what nature?.....	59
37. To what should the style conform?.....	59
38. What should every form letter writer have before him as he writes?.....	59
39. What is the only excuse for a series of form letters?	59
40. Why should poor paper and cheap headings be avoided?	59
41. Why are filled in names ineffective?.....	59
42. When should each letter be individually written?...	59
43. What is said as to length of the letter?.....	60
44. If the story is too long for a letter what may be appropriately done?	60
45. What is the importance of careful folding and enclosing?	60
46. What care should be taken with the address?.....	60
47. How should purchased list be used?.....	60
48. What is the best time for letters to reach their destination?	61
49. What happens to business letters that reach the merchant on Saturday?.....	61

	Page
50. When a new agency book, directory, or gazetteer comes out what should be done with it?.....	61
51. What is likely to result from a careful comparison of the old and new lists?.....	61
52. What is said of leads from periodical and newspaper advertising?	61, 62
53. What should be done with the leads furnished by advertising?	63
54. Why?	62, 63
55. What is indicate by the repeated order?.....	63
56. What is the danger of repeated order to be avoided by salesman?.....	63
57. Why do sales managers make an analysis of sales by commodities?	64
58. Will volume of total sales pass the test of such analysis?	64
59. How much sound judgment and effort is required to sell the items on the "want books"?.....	64
60. What is the first requisite as to keeping appointments?	65
61. What method should be followed to make sure of the time and place for keeping appointments?.....	65, 66
62. If unavoidable accident prevents the keeping of an appointment what should be done?.....	66
63. If notice cannot be given prior to time of appointment what must be done?.....	66
64. What value to the salesman are new goods?.....	66
65. Is it making a sound judgment to consider new goods a nuisance?.....	66
66. For what two purposes can the salesman welcome new goods?.....	66
67. What should be done with all inquiries resulting from advertisements?	67
68. Give two reasons why all inquiries should receive prompt and courteous replies?.....	68

CHAPTER VI

IMAGINATION

1. What is tributary law No. 3 as related to primary law No. 2?.....	72
2. What intellectual faculty is the great business architect?	72

	Page
3. What is the result of imagining that big things can't be done?	74
4. What is the result of imagining that big things can be done when backed by sound judgment and the spirit of service?.....	74
5. What has characterized all great creators in the field of commerce?.....	75
6. Has everyone this faculty?.....	76
7. How many develop it?.....	76
8. How may it be developed? (Lesson Four, Chapter 10)	76, 77
9. What bearing has it upon finding new patrons?....	77
10. What relation does it bear to new inventions?.....	78
11. What is its function in marketing ideas and goods?..	78
12. What is its relation to the mental mechanism?.....	78

CHAPTER VII

THE LEARNED PROFESSIONS

1. Is it considered ethical for members of the professions to advertise?	80
2. Why not?.....	81
3. How chiefly do professional men obtain publicity?....	81
4. What three things may the professional man do to obtain publicity?.....	81, 84

CHAPTER VIII

GETTING THE POSITION

1. What must the man who seeks a position first fit himself to do?.....	85
2. Having learned to do something useful, whom must he seek?	85
3. Why do many fail to find the position they seek?.....	86
4. As a permanent vocation, what kind of work should one seek?.....	87
5. Which is wiser, to begin at the bottom in work that is agreeable, or higher up with distasteful work?...	87
6. Which is preferable, to hold down the job or to find <i>the</i> position?.....	88

CHAPTER IX

JUDICIOUS LIBERALITY

	Page
1. What is meant by judicious liberality?.....	89
2. What is shown by profligate expenditure?.....	89
3. What is said of ultra conservatism in spending?....	90
4. Why does it pay to spend judiciously?.....	90, 91
5. What is the value of hoarded money?.....	91
6. What is the motto which expresses the spirit of judicious liberality?.....	91
7. Can the spirit of judicious liberality be developed?..	91, 92
8. How?	92
9. What bearing has the individual's fund of knowledge germane to the subject, upon his power to find patrons?	92
10. Why will the rule-of-the-thumb methods no longer prevail?	92
11. To what stage has commerce advanced?.....	92
12. What has brought it to the plane of a profession?....	92
13. What is said of the business specialist?.....	92, 93
14. What is the material with which the architect Imagination builds?.....	94
15. What binding obligation is upon everyone who would enjoy the rewards of success in building his business?	94
16. What was at the base of the seemingly marvelous accomplishments of such men as Hill, Field and Armour?	95
17. What price must all pay who would become great finders of patrons?.....	95, 96

CHAPTER X

COURAGE OF CONVICTION

1. What is the energizing power of motive?.....	98
2. What five things will the creator of sales do before he acts?.....	98
3. What is the law pertaining to courage of conviction? ..	99
4. With what mental quality must the waves of opposition be met and breasted?.....	99
5. Why should there be co-operation of all officials?....	99
6. What is the commercial object of the institution?....	100
7. How does the sales department affect all others?.....	100

	Page
8. Why should the spirit of courage permeate the whole institution?	100
9. Why does the specialty salesman, the traveling man, the promoter, need the courage of convictions?....	101
10. What effect has fear upon the discovery of possible patrons?	101
11. What are six ingredients for efficient motives?.....	102

CHAPTER XI

SELF DISCIPLINE

1. What is often the result of a good plan poorly pushed?	104
2. When may a poor plan become more effective than a good plan?.....	104
3. What is the only efficient team?.....	104
4. Upon what will the success of a good plan depend?.	104
5. The start has been good; upon what will the finish depend?	104
6. The things necessary to do and keep doing will vary according to what?.....	104
7. Why should full records be kept?.....	105
8. Why are records often neglected?.....	105
9. What is the advantage in seeing and communicating with many people?.....	106
10. Self discipline for the salesman resolves itself into what?	106
11. What power of will is this?.....	106
12. What results from failing to see again the prospect that was not entirely favorable?.....	107
13. Why do salesmen fail to make a thorough analysis of the field?.....	107
14. Why do some salesmen fail to thoroughly work the field?	108
15. What class of salesmen go into the highways and hedges?	108, 113

THE SALES MANAGER

16. Why should every house have a sales manager?.....	114
17. What are the chief duties of a sales manager?.....	114
18. What should the sales manager know?.....	114
19. What should his experience be?.....	114

	Page
20. Will the expert salesman necessarily make a good sales manager?.....	114
21. What kind of genius should the sales manager have?.	115
22. Intellectually what should be his equipment?.....	115
23. What motives should actuate him?.....	115
24. What should his life give evidence of?.....	115
25. What is necessary in order to control others?.....	115
26. What is largely reflected in the spirit of the head of the Sales division?.....	115
27. What will happen if the sales manager is weak in any of the essential ingredients for the finding of possible patrons?.....	116

LESSON NINE

CHARACTER READING

INTRODUCTION

	Page
1. What problems are ever present to the salesman?...	7
2. Human Nature is what percentage of business activity?	7
3. What are four essentials for gaining any measure of success in life?.....	8
4. To what do these correspond in the Area philosophy?	8
5. How is the ability of the business building salesman manifested?	8
6. What is the main purpose of this lesson?.....	8
7. Why is it important for the salesman to know the character of the man with whom he deals?.....	9
8. What are the two ways in which one may become informed as to the character of the prospective customer?	9
9. Which method comes first?.....	9
10. What is the force which builds, moulds and uses the body?	10
11. What makes a man what he is?.....	10
12. What is the difference between character and reputation?	10
13. What is character?.....	10, 11
14. In what respects are all men alike?.....	11
15. In what respects do all men differ?.....	11
16. In what respects are all human bodies alike?.....	11
17. In what respects do all human bodies differ?.....	11
18. Is there any correspondence between mental characteristics and physical temperament?.....	11
19. Why is it desirable that the salesman should be able to interpret the correspondence between physical characteristics and mental characteristics?.....	12
20. What is this study often called?.....	12
21. In respect to what is the analysis really made?.....	12
22. When this analysis is correctly made to what inference does it lead?.....	12

	Page
23. Why has this study been called a science?.....	12
24. What benefit will this study be to the earnest student?	13
25. To what degree are the results of this study accurate?	13
26. How only can the power to read character with precision and give satisfactory demonstrations in public be attained?.....	13
27. What are the seven elements of temperament?.....	16
28. What kind of force rules in each?.....	16
29. What law governs the electric and the magnetic elements?	16
30. What law governs the acid and alkali elements?.....	16
31. What law governs the mental, vital and motor elements?	16
32. What are the distinguishing symbols of these seven elements?	16
33. What are the mental characteristics?.....	16
34. For what kind of work is each specially adapted?....	17
35. What are the dominant brain areas?.....	17
36. What are the chief negative qualities exhibited by each?	17
37. What are distinguishing positive qualities of each?...	17

CHAPTER I

NATURAL LAW

1. What is said of Nature's ways?.....	18
2. Upon what does the advancement of the individual depend?	18
3. What do the symmetrical plane surfaces of crystals reveal to the mineralogist?.....	19
4. How does a geologist read the history of the earth?..	19
5. How does the forester read the history of a tree?....	19
6. What story does the psychologist read in the faces and forms of men?.....	20
7. What are some temperamental expressions of compound elements of character?.....	20
8. How does the analyst learn to know the compounds of character?	20
9. What is physiognomy?.....	20
10. Where are the first germs of the science of physiognomy found incorporated?.....	21

	Page
11. Where are the first elements of this science found recorded?	22
12. For at least how long has it been known that one's occupation stamps its impress on the body?.....	22
13. What did the philosopher Adamantius say as to the eyes and forehead?.....	22
14. What was taught by the stoic philosophers, Zeno and Cleanthes?	22
15. What did the Pythagoreans teach with regard to the body?	22
16. When and where was Camper born?.....	23
17. What was his occupation?.....	23
18. To what did he give his name?.....	23
19. When did the real science of Expression begin?.....	23
20. What did Charles Darwin do for the Science?.....	23
21. What does the Science of Character Reading today carefully distinguish?	24
22. What five human sciences are closely related to the Science of Character Reading?.....	24
23. How is the use and value of a study learned?.....	24
24. What are three particular values of the study of Character Reading through temperament?.....	25

CHAPTER II

TEMPERAMENT

1. What is the second basic law related to the principle of service?	26
2. Why is it important for the salesman to know the mental disposition of the man with whom he communicates?	27
3. What part of Nature is human nature?.....	27
4. Where must any knowledge of human nature begin?..	27
5. In the analysis of oneself what reciprocity of action is discovered?	27
6. What are the three worlds every man inhabits?.....	28
7. What is the inner world?	28
8. What is the outer world?	28
9. What is the fellow world?	28
10. Where must everyone begin in order to make valid inferences about other men?.....	29
11. How are the terms temper and temperament distinguished?	30

	Page
12. How does the Century Dictionary define tempera- ment?	30
13. Temper and temperament are both the result of what agencies?	30
14. How many kinds of heredity are there?.....	30
15. What does the germinal heredity bring?.....	30
16. What is gained from the social inheritance?.....	31
17. To what is the moral sense due?.....	31
18. What is meant by environment?.....	31
19. What effect has habit on temperament?.....	32
20. What was the old classification of temperament?...32,	33
21. On what theory was this classification made?.....	32
22. What is Mr. Fosbroke's classification of tempera- ment?	34, 35
23. What confusion is involved in Mr. Fosbroke's defini- tion of temperament?.....	34
24. What definition of temperament here adopted?.....	36
25. When viewing human beings in a casual way what are we first aware of?.....	36
26. What does a more careful survey reveal?.....	36
27. Since no two men are exactly alike, how is it possible to group them in a few classes?.....	36, 37
28. What is the most natural classification of types?....	37
29. Classifying temperaments under the laws of color, form and proportion gives how many types?.....	37
30. What are the two under the law of color?.....	37
31. What are the two under the law of form?.....	37
32. What are the three under the law of proportion?....	37
33. Of what is color indicative?.....	37
34. What do the form of features and the general struc- ture of the body show?.....	37
35. What does proportion in measurements of the head, members and trunk determine?.....	37
36. Are the terms electric, magnetic, acid, alkali, mental, vital and motor descriptive or symbolic?.....	37
37. What is the distinguishing sign of the electric type?..	38
38. What are the physical marks of this type?.....	38
39. What are the mental characteristics?.....	38
40. To what environment is this type best adapted?.....	39
41. What vocations attract this type?.....	39
42. What is the distinguishing sign of the magnetic type?	39
43. What are the physical marks of this type?.....	39
44. What are the mental characteristics?.....	40

	Page
45. To what environment is this type best adapted?.....	40
46. What vocations attract this type?.....	40
47. Why do so many brunets appear not to belong to the magnetic type and many blonds fail to conform to the electric type?.....	40
48. What is the distinguishing sign of the acid type?....	40
49. What are the physical marks of this type?.....	40, 41
50. What are the mental characteristics?	41
51. What vocations attract this type?.....	41
52. What is the distinguishing sign of the alkali type?..	42
53. What are the physical marks?	42
54. What are the mental characteristics?	42
55. What vocations attract this type?.....	43
56. What is the symbol of the mental type?.....	43
57. What are the physical marks?	43
58. What are the mental characteristics?	44
59. What vocations attract this type?.....	44
60. What is the symbol of the vital type?.....	45
61. What are the physical marks?	45
62. What are the mental characteristics?	45
63. What vocations attract this type?.....	45
64. What is the symbol of the motor type?.....	46
65. What are the physical marks?	47
66. What are the mental characteristics?	47
67. What vocations attract this type?.....	47
68. What negative tendency has this type to contend with?	47
69. How many combinations of the mental, vital and motor types may arise?.....	47
70. Why is the interpretation of character through temperament usually a difficult task?.....	48
71. How can the art be acquired?.....	48

CHAPTER III

COLOR

1. To what is the color of things due?.....	50
2. What are the three elements which duly mingled give to a being the quality of beauty?.....	50
3. Is the value of color purely aesthetic?.....	50
4. What is the double protective value of color to the lower animals?	50
5. Why is the polar bear clothed in white?.....	51

	Page
6. What are the habits of the black bear?.....	51
7. What is the law of absorption?	52
8. What is the law of radiation?	52
9. Why are dark skinned races better adapted to the tropics?	52
10. Of what four things is the color of human skin indicative?	52
11. To what three things is the color of the skin due?....	52
12. What is the cause of albinism?.....	52
13. What are the three chief colors of the human family? ..	52
14. What effect has sexual selection upon color?.....	53
15. According to Major Woodruff what is the real reason for the evolution of man's pigmentation?.....	53
16. What effect have the actinic rays of light upon protoplasm?	53
17. What color is the surest protection against actinism? ..	53
18. According to the law of opacity why is man pigmented?	53
19. In what regions is the greatest amount of pigmentation found?	54
20. Where do the blonds or light complexions abound?..	54
21. Why are conjectures as to the color of primitive man fruitless?	54
22. Where are the blonds supposed to have originated?..	55
23. What countries have the blonds overrun in historic times?	55
24. What keeps the blond type alive in England?.....	56
25. What are the comparative qualities of brunets and blonds as to longevity and to action?.....	56
26. What classes of criminals predominate among the blonds?	56
27. What classes of criminals predominate among the brunets?	56
28. In England the majority of reformers, agitators, sailors, scientists, soldiers, artists, poets and lawyers belong to which type?.....	56
29. In the same country the greatest number of writers, divines, explorers and actors belong to which type? ..	57
30. What inference does Mr. Ellis draw from these facts? ..	57
31. According to the theory of evolution what is the cause of color in the skin, hair and eyes?.....	57
32. To what are the mental characteristics and the aptitudes inferred from a man's color directly due?....	57

	Page
33. Why is the blond or electric man energetic, bold, restless and domineering?.....	57
34. Why is the brunet or magnetic man resigned, imitative and industrious?	57

CHAPTER IV

FORM

1. What kind of force do the electric and magnetic types show?	61
2. What do we seek to determine about this force under the law of form?.....	61
3. Why are the names acid and alkali chosen for two general types?	61
4. To what temperaments of the old classification do the acid and alkali types closely conform?.....	62
5. What forms mark the acid type?.....	62
6. What is the shape of the general outline of the face?	62
7. What is it in profile?.....	62
8. What is the general character of the forehead?..	62, 63
9. What is the character of the nose, the mouth and the chin?	63
10. How are the eyes set?.....	63
11. What marks the eyebrows?.....	63
12. What are three mental characteristics of this type?..	63
13. What is the quality of the bodily movements of this type?	63
14. What forms mark the alkali type?.....	42
15. What is the face in profile?.....	42
16. What is the character of the forehead?.....	42
17. What is the character of the nose?.....	42
18. How does the mouth differ from that of the acid type?	42
19. What is the character of the chin?.....	42
20. What is the quality of the bodily movements of this type?	65
21. Name three mental characteristics of this type?.....	42
22. What is the first law of temperament?.....	66
23. What is the second law of temperament?.....	66
24. What should be remembered about convex foreheads and chins?	66
25. What about concave noses, eyes and mouths?.....	66
26. What about concave foreheads and chins?.....	66

	Page
27. What about convex noses, eyes and mouths?.....	66
28. In the face what internal organ is represented by the eyes?	66
29. What by the nose?	66
30. What by the mouth?	66
31. What by the chin?	66
32. Which is the more desirable, a pure type or a combination of both types?.....	67
33. Give a desirable combination and find the reason for the same in the application of the two laws of temperament?	67, 68
34. What difference in the power of language is shown by Figs. 6 and 7?.....	68, 69
35. Why is the combination of features shown in Fig. 8 undesirable?	71
36. What is the best combination of the acid and alkali types?	71
37. In studying these two types what two lines of force are observed?	71
38. What does the straight line of force give to the body?	71
39. What does the curved line of force give to the body?	71
40. Which line gives the trend to mental disposition?..	72
41. For business success how should these two lines of face be combined?.....	72
42. To what extent is the facial angle a gauge of intelligence?	73

THE NOSE

43. From a business standpoint which is the most important feature to observe critically?.....	75
44. What kind of noses indicate power?.....	75
45. The kind of power depends upon what details?.....	75
46. What kind of noses show lack of power?.....	75
47. The degree of weakness depends upon what details?..	75
48. What does a knob like protuberance at each side of the nose indicate?.....	76
49. What does a well rounded tip show?.....	77
50. What does a right angled tip show?.....	77
51. What does a knob like tip show?.....	77
52. What does a blunt tip show?.....	77
53. When the nose predominates over all other features what is indicated?.....	78

	Page
54. When the nose is not duly proportioned to the face what is indicated?.....	78
55. How should the man with broad wings on the nose be approached? (26).....	78
56. Why?	78
57. How should the man be approached who has a nose prominent in the bridge, depressed right below it, tip prominent, but short, broad or pointed?.....	79
58. Why?	79
59. How should the man be approached who has a long bow-shaped nose depressed right at the tip? (28)	79
60. Why?	79
61. How should the man be approached who has a nose inclined upward and decidedly concave? (29).....	80
62. Why?	80
63. How should the man be approached who has a stiff straight nose? (30).....	80
64. Why?	80
65. How should the man be approached who has a pronounced Roman nose?.....	81
66. Why?	81

THE EYE

67. What gives the varying shades of expression to the eye?	81
68. What is shown by the shape of the socket and lids, the setting and color of the iris?.....	81
69. What does the puffy or sac like fullness of the lower lid at the outer angle of the eye indicate? (32) ..	82
70. What does the small retreating eye indicate? (33) ..	82
71. What is signified by the large wide open eye? (32)	82
72. What does the well rounded appearance of the lids with a fixed bold stare indicate? (34).....	83
73. What formation of the eye indicates diplomacy? (35)	83
74. What formation of the eye shows system and order? (36)	83
75. When is indifference shown by the eye? (37).....	84
76. How is nervous high spirited activity shown by the eye? (38) (39).....	84
77. What are the marks of self control shown by the eye? (40)	84
78. How is extreme selfishness indicated by the eye? (41)	85

	Page
79. What formation of the eye indicates discrimination? (42)	85
80. What arrangement of the eye shows suspicion? (43)	86
81. What formation of the eye is indicative of reliability? (44) (45)	86

THE LIPS

82. In what way do the lips show inherited tendencies?	87
83. How do the lips show the extent to which inherited tendencies have been modified?	87
84. What do large lips and a wide opening indicate?	87
85. What do the shape and quality of the lips show?	87
86. Of what are thick irregularly formed lips a sign? (46)	87
87. What is indicated by finely curving medium full lips? (47)	87
88. How do lips show precision and what kind of disposition is indicated? (48)	88
89. What kind of a mouth and lips show approbation? (49)	88
90. How is self control indicated by the lips? (50)	88
91. When one lip is out of due proportion with the other what is indicated? (52) (53)	89
92. How is self reliance shown by the lips? (54)	89
93. Very thin almost hidden lips show what mental tendency?	89
94. How do the lips show optimism? (55) (56)	89
95. How do the lips show gravity and seriousness of disposition? (57)	90
96. How do the lips show pessimism? (59)	90

THE CHIN

97. What form of chin indicates great physical endurance? (60)	91
98. What form of chin shows adaptability? (61)	91
99. How is self reliance shown by the chin? (62)	92
100. What are the marks in the chin of firmness and steadfastness of purpose? (62) (63)	92
101. How are resolution and physical capacity for accomplishment shown by the chin? (64) (65)	92

THE FOREHEAD

102. What does the convex forehead indicate? (67)	94
103. What is the purely reflective type of forehead? (70)	95

	Page
104. What does the concave or purely reflective type of forehead indicate?	95,
105. What development of the forehead indicates memory?	97

CHAPTER V PROPORTION

1. Under the law of proportion how many types do we distinguish?	101
2. What are they?	101
3. How may they be recognized?	101
4. What are the chief physical marks of the mental type?	101
5. For what kind of work is this type best fitted?	102
6. What are the pitfalls of this type?	102
7. What reinforcement of the mental type gives a desirable combination?	103
8. What are the chief physical marks of the vital type? ..	103
9. What kind of work is this type best adapted for?	104
10. What are the pitfalls of this type?	106
11. What reinforcement of the vital type produces the captains of industry?	107
12. What are the chief physical marks of the motor type? ..	107
13. For what occupations is this type designed?	108
14. What is the main pitfall of this type?	109
15. How can the knowledge gained concerning these types be made practical?	109
16. How will you proceed to read the character of Mr. Blank?	110,
17. What will you first observe?	110
18. What will his coloring tell you?	110
19. What will you next note?	110
20. What will his profile reveal?	111
21. What feature will you next observe?	111
22. What will his high forehead, fine hair and pointed chin indicate?	111
23. What lines of force do you find in this chin?	111
24. What do these show?	111
25. How will you classify Mr. Blank?	111
26. What mental characteristic is chiefly in evidence here? ..	111
27. How will you proceed to analyze John Doe?	114
28. What is his temperamental combination?	114
29. What mental characteristics are here in evidence?	114

CHAPTER VI

THE HEAD

	Page
1. What does Robert Dunn say about the intuitions and mental activities of all the nations of the earth?...	117
2. To what are differences in races of men and of individuals due?	118
3. Are brain bulk and weight tests of intelligence?.....	118
4. Is there any relation between the shape of the head and mental disposition?.....	119
5. How are the brain cells arranged?.....	120
6. How many brain areas are said to have been discovered and located?.....	121, 122
7. In studying the head what is the point of departure?..	122
8. How is the width of the head determined?.....	122
9. How is the height of the head measured?.....	122
10. How is the length of the head determined?.....	122
11. Measurements and angles give what eight classes of heads?	123
12. What are the chief characteristics of high heads?....	124
13. What are the chief characteristics of low headed men? ..	124
14. What characteristics belong to long heads?.....	125
15. What mental traits are indicated by the short head?..	126
16. What are the mental traits of the narrow head?.....	127
17. What kind of men live in broad heads?.....	127, 128
18. If modified by controlling areas what is the tendency of the broad headed man?.....	129
19. What are the characteristics of the square headed man?	129
20. What are the tendencies of the round headed man?..	130
21. Dividing the head into three sections from the base of the brain upward what are the sections called?..	132
22. What area does the first or lowest section contain?..	132
23. What areas are found in the middle section?.....	133
24. What areas are in the third or highest section?.....	133
25. What inference does this analysis warrant as to low heads?	134
26. As to high heads what inferences are warranted by this analysis?	134
27. What inferences may be made as to medium heads?..	134
28. What will be the chances of a sale of educational matter or works of art to the low head?.....	134
29. What products will probably appeal to the low headed man?	135

CHAPTER VII

MENTAL, EMOTIVE AND VOLITIONAL AREAS

	Page
1. Where are the mental or ability areas of the brain located?	137
2. What is indicated by the size of the forehead?.....	137
3. What is shown by the shape of the forehead?.....	137
4. What is the balanced proportion of the forehead?... 137	137
5. What is the proper proportion of the forehead to the face?	137
6. What is indicated by height of forehead?.....	137
7. What is indicated by breadth of forehead?.....	138
8. Where do the <i>perceptives</i> lie?.....	138
9. What is their function?.....	138
10. Why do men see the same things differently?.....	139
11. What are the mental characteristics of men with large perceptives?	140
12. Where do the <i>reflectives</i> lie?.....	140
13. What is their function?.....	140
14. What are the mental characteristics of men with well developed <i>reflectives</i> ?	140
15. If the <i>reflectives</i> are highly developed how should the man be approached and what will he wish to hear from the salesman?.....	140
16. What will the man want whose <i>perceptives</i> are in the lead over the reflectives?.....	140
17. Where are the emotive or reliability areas of the brain located?	141
18. Where are the volitional areas of the brain located?..	142
19. What kind of a man is he who is well balanced in all of these areas?.....	143
20. How does the masculine mind chiefly differ from the feminine?	143

CHAPTER VIII

EXPRESSION

1. What do the condition of a man's body and clothing reveal?	145
2. What do tone of voice, language and gesture show?..	145
3. What is shown by the transient and by the permanent expression of the face?.....	145

	Page
4. What is indicated by the texture or organic quality of the body?.....	145
5. How can texture be modified?.....	145
6. Why is it important to attentively observe texture?..	146
7. What are the characteristics of fine quality?.....	146
8. What are the characteristics of coarse quality?.....	147
9. What are the characteristics of medium quality?....	148
10. How does quality of organization show in the selection of materials, in the purchase of food products and in occupations chosen?.....	148, 149
11. What is the value of discrimination in quality to the salesman?	149
12. How does texture influence purchase of goods?.....	150

THE FACE

1. What is the energy portion of the face?.....	152
2. What does it include and what should be its length?..	152
3. What is it the index of?.....	152
4. What is the vital portion of the face?.....	153
5. What does it include?.....	154
6. What is the endurance portion of the face?.....	154, 155
7. What is it the index of?.....	155
8. What quality or attribute is deficient in the man illustrated by Fig. 105?.....	156
9. What quality or attribute is in excess in the man illustrated by Fig. 106?.....	156
10. Which of these types will have to be prodded in order to close a sale?.....	157
11. What is it that enables thought to find expression in the face?	159
12. How does Mantegazza class expressions of sympathy?	159, 160
13. What causes an emotion to leave a permanent record on the face?.....	160
14. What are the permanent expressions from conditions of the organism?.....	160
15. What are some permanent expressions from abuse of a function by nerve stimulants?.....	161
16. What are some permanent expressions from emotions or mental labors?.....	161
17. What two biological functions have expression?.....	161
18. What are ten facial expressions of pleasure?.....	162
19. What are five expressions of pain?.....	162

	Page
20. What are the records fixed on the face?.....	162
21. How may the will modify expression?.....	162
22. What muscles are the most amenable to the will?....	162
23. What muscles are the least obedient to the commands of the will?.....	163
24. What effect has true education on expression?.....	163

CHAPTER IX

EXPRESSION

1. What are the three principal kinds of handshakes?..	165
2. What does each indicate?.....	165, 166
3. What are the three kinds of movement displayed in walks?	167
4. What does each indicate?.....	168, 169
5. To what are the pitch and volume of voice chiefly due?	170
6. What is revealed by the quality of voice and the in- tonation and enunciation?.....	170
7. Confidence and affection manifest in what kind of tones of voice?.....	171
8. Anger and fear are expressed by what kind of tones?	171
9. What is indicated by the weak, whining or peevish voice?	171
10. Coarse loud tones are indicative of what?.....	171
11. What kind of tones show the kind earnest loyal nature?	171
12. How does the clothing express the inner man?.....	171
13. What does the condition of the clothing show?.....	172
14. What does the texture show?	172
15. What does the style show?	172
16. What do loud colors and elaborate ornamentation reveal?	173
17. When we first look at a man what is chiefly in evi- dence?	174
18. Why should a man keep his body in good order and properly clothed?	175
19. What is the test of being well dressed?.....	173
20. Why is the hand indicative of character?.....	173

LESSON TEN

CHAPTER I

IMPORTANCE OF ANALYSIS

	Page
1. What is the meaning of business as the term is here used?	7
2. Why is it necessary to have a knowledge of one's business?	7
3. Can permanently satisfactory service be rendered by one who is ignorant of his business?.....	7
4. Why do so many men who enter business life fail?..	7
5. How much should a man know about his business?..	8
6. What is the third primary law of successful human conduct?	7
7. How can this science assist the student to apply this law?	9, 10
8. What does the Science of Business not teach?.....	9
9. With what does this science deal?.....	9
10. What two classes of knowledge are essential to attainment of mastership?.....	9
11. Why is the first of great importance?.....	9
12. How can the second kind of knowledge be gained?..	10
13. What is the road to exact and complete knowledge of anything?	10
14. What truth is illustrated by the story of the analysis of a Diesel Engine?.....	10, 11
15. What three facts are shown by the story of the Leeds student which are of the greatest value to any student?	12
16. How many men really know their own business?....	12
17. What complaint do bankers make of the average bank clerk?	13
18. What is the simplest statement of the third primary law?	13

CHAPTER II

ANALYSIS AND THE ART OF PERSUASION

	Page
1. Define Analysis	15, 16
2. What does the term salesman mean as used in this science?	16
3. Why does it mean everybody, even the buyer for the house?	17
4. What is the essence of Salesmanship?.....	18
5. What is salesmanship as an art?.....	18
6. What is persuasion?.....	18
7. How does a man persuade?.....	19
8. How does a man express himself?.....	19
9. What are the two kinds of persuasion?.....	19
10. What is direct persuasion?.....	19
11. What is indirect persuasion?.....	19
12. Which kind of persuasion do professional men mostly use?	21
13. Which kind is chiefly used in the commercial world?	22
14. To what other science is analysis related?.....	23
15. What gives the physician his efficiency?.....	24
16. What sciences must be mastered as to fundamentals by the business man?.....	24, 25
17. What four subjects must the business man analyze?	25, 26

CHAPTER III

METHOD OF ANALYSIS

1. When resolved to the ultimate, what is the method of analysis?	28
2. What is the object of analysis?.....	28
3. What is its scope?.....	28
4. What do the questions require in their answers?.....	28
5. Why is scientific analysis essential to the mastery of one's business?	29
6. How will the one analyzing his own product find answers to his questions?.....	29
7. What are the four things which every salesman seeking mastership should analyze?.....	29
8. Is every business house a salesman?.....	30
9. Of what is its personality made up?.....	30
10. What is the object of its commercial existence?.....	30

	Page
11. Upon what do its profits depend?.....	30
12. In what sense is the word <i>economy</i> here used?.....	30
13. What is political economy?	30
14. What is business economy?	31
15. Through what four channels does business economy function?	31
16. What is said of the efforts of any given individual from an economic standpoint?.....	31
17. What is the province of the chief executive?.....	32
18. What is the second grand division of every business and what is its function?.....	33
19. What sub-divisions come under the finance department?	33
20. What are the duties of the producing department?...	33
21. What is the function of the sales department?.....	33
22. Why does each of these departments perform each of its functions?	34
23. On the continent of trade, where do all roads lead?..	35
24. What is the point of contact between the institution and the individual when profits are realized?.....	35
25. Are the departments of a business institution independent?	35
26. Are they dependent?.....	35
27. Why must each department be strong?.....	35, 36
28. What is the measure of the efficiency of the institution as a whole?.....	36
29. What happens in proportion as any one department lags?	38

CHAPTER IV

THE BUSINESS AS A WHOLE

1. How should one proceed to make an analysis of the business as a whole?.....	42
2. To the question "Am I an employer or an employee?" what answer would the old fashioned employer make?	43
3. What two answers would the thoughtful modern employer make to the same question?.....	43
4. What answer would the old time employee make?....	43
5. What answer would the modern thoughtful employee make?	43
6. Find four or more answers to the question "What is the company with which I am associated?".....	44

	Page
7. Give five answers to the question "What is the purpose of this company?".....	45
8. What is the purpose of a minute analysis of the business as a whole?.....	45
9. How many departments has every business institution?	46
10. What are they?.....	46
11. How may these departments be divided?.....	46
12. What relation should be maintained between the grand divisions and the sub-divisions?.....	46
13. What should be determined as to the number of people employed in each division?.....	46
14. What questions should be raised as to cost of each division?	46
15. Why is it advisable to estimate the man power in each department?	47
16. How is the man power of each individual rated?....	47
17. What use can the employer make of the Area philosophy?	50
18. How can the efficiency measurement of each individual be taken?.....	48
19. What are the four fundamental questions which must be put and answered in measuring the individual efficiency?	48
20. What is the mode of conduct element in service?....	50
21. What mental state does mode of conduct tend to confirm in the customer?.....	50
22. What two questions should be asked by the analyst as to the mode of conduct element in service?....	50
23. How many questions can be advantageously asked concerning the history of the house of the company?	50
24. As to value, in what two ways may everything be considered?	51
25. Will this apply to a business as a whole?.....	51
26. What questions may be asked as to the number and kind of articles handled?.....	51
27. Complete the chart or common form for an analysis of the business as a whole and make it apply to your own business.....	52, 56

CHAPTER V
THE INDIVIDUAL

	Page
1. What one article is every one who is engaged in useful effort selling?.....	57
2. The analysis of personal services involves what preliminary analysis?	57
3. What is the value of a minute self analysis?.....	57
4. Should promotion be regulated by length of service?	57
5. What is the true test for deserved promotion?.....	57
6. To the question "What am I," what two answers should be given?.....	58
7. Name three objects of your existence.....	59
8. Review Lesson IV—Ability	59
9. Review Lesson V—Reliability.....	59, 60
10. Review Lesson VI—Endurance	60
11. Review Lesson VII—Action and Habit.....	60
12. Review Lesson VIII—Finding Patrons	61
13. Review Lesson IX—Character Reading	61
14. Review Lesson—III—Need of Supervision.....	61
15. Make a list of common errors committed.....	61
16. Note the most serious errors.....	61
17. Classify your errors as of omission and commission..	61
18. What is the remedy to be applied?.....	61
19. What is the law of growth of the constructive attributes? (See Lesson III.).....	61
20. Make a list of your natural possessions?.....	61
21. Rate yourself truly as to ability, reliability, endurance and action.....	61
22. Rate yourself as to ethical conduct.....	62
23. Rate yourself as to decision and action.....	62
24. Rate yourself as to speed and accuracy.....	63
25. Investigate your motives.....	63
26. Give as many reasons as possible why you consider your services valuable.....	63
27. Define your aim in life.....	63
28. Use the card system in self analysis and add to the cabinet each week.....	64
29. What should be the aim of the student in reviewing these lessons?	65
30. Complete the chart or general form of analysis of the individual, making it a true and accurate statement of your constructive and destructive attributes..	66, 69

CHAPTER VI

THE GOODS

	Page
1. What is the nature of the questions here propounded?	70
2. If any question is not relevant to the particular article in hand, what should be done with it?.....	70
3. What should be done before passing by any one of them?	70
4. In regard to the article you are now about to analyze the first question is, "What is this article?" How many answers should you find to this question?....	70
5. How will you treat the question, "What is it for?"..	71
6. What may be found necessary in order to properly answer the question, "How many parts are there in this thing?"	72
7. "What is the material in each part?" How shall this question be answered?.....	72
8. "What function does each part perform?" What will be discovered in answering this question?.....	72
9. What must be done in order to properly answer the question, "What can I say as to the general mechanism or structure of this article?".....	73
10. How will you determine the state of perfection of the article in its present condition?.....	73
11. In regard to the service which attends the delivery of this article, how does modern business differ from that of former days?.....	73
12. Do you consider that the usefulness of the seller is wrapped up in the goods themselves?.....	73
13. Is quality and quantity of goods for the price considered sufficient today?.....	74
14. What further element of service does the modern merchant build upon?.....	74
15. Is it possible to carry the "mode" element of service too far?	74
16. What is the danger in trying to do too much for one's patrons?	74
17. Are there many individuals in institutions that are passing the pivotal point in the "mode" element?..	74
18. How does the "mode" element serve to bind the buyer to the seller?.....	74
19. Why is it true that he profits most who serves best?..	77

	Page
20. "What can we do to improve our present mode of conduct" in relationship with our patrons?.....	78
21. Along what four lines can the former question be answered?	78
22. What subjects can be investigated in giving the history of the article?.....	79
23. In what two ways should the worth or value of the article be considered?.....	79
24. What four points should be brought out in considering the service of the article in its relation to the customer for his own use?.....	79
25. What four points should be brought out in considering the service of the article in its relation to the customer when it is to be sold by him at a profit?..	79
26. What four points should be brought out in considering the service of the article in relation to rival goods?	80, 81
27. What four lines of investigation should be followed in considering the suggestiveness of the article?.....	81
28. What is the purpose of analyzing the business as a whole, the individual and the thing offered for sale?	81
29. Complete the chart for a selfbinding reaper making it apply to the article you are analyzing.....	82, 85

CHAPTER VII

SCOPE OF ANALYSIS

1. In what sense may analysis be called the telescope and microscope of our mental vision?.....	86
2. Why should the analysis be as minute as possible?....	86
3. Why should the salesman become an expert in analyzing the goods?.....	86
4. Why should analysis be applied to rival goods?.....	87
5. Should an analysis of rival goods be made for the purpose of running down or "knocking" the goods of an honest competitor?.....	88
6. What can be said of the habit of running down or "knocking" competitors and their goods?.....	88
7. What is the proper and best way to meet competition?	88
8. What preparation is necessary in order to so meet the claims of rival goods?.....	89

	Page
9. What does this preparation and the consequent ability to show with exactness the points of superiority of his own goods mean for the salesman?.....	89
10. How far reaching should the analysis be?.....	89
11. Is price the only consideration?.....	90
12. Will not the purchaser buy where he can buy cheapest?	90
13. How should the salesman proceed to render his salesmanship superior to that of his rival's?.....	90
14. Given two articles of equal quality and quantity offered at the same price by rival salesmen, what is it that gets the order?.....	90
15. What can be said of the practice of cutting prices to meet competition?	91
16. Upon what does the compensation of the salesman depend?	91
17. How is analysis applied to the matter of sales and profits to determine the real worth of the salesman to the house?.....	92
18. Has the salesman any responsibility to the customer?	92
19. What is it and how far should it be extended?.....	92
20. What desirable effects may flow from a recognition of the responsibility to the customer?.....	92
21. When other things are equal and the rival is selling at a lower price what inferences can properly be drawn?	93
22. Which of the two inferences is probably the true one?	93
23. When price cutting is done to put a rival out of business what appeal may the salesman properly make?	93
24. Does the success of an institution rest wholly upon the employees?	94
25. Why is "E pluribus unum" a good motto for a business house?	94
26. What kind of goods should the management give the salesman to handle?.....	94
27. Is it improper or illegitimate to offer cheaply made goods for sale?.....	94
28. Is it dishonest to make articles that can be sold at a less price than similar articles of a higher grade?..	94
29. What should be the character of house policies in regard to goods given to representatives to sell?..	94

	Page
30. When there is a legitimate reason for the lower price of an article than that of a rival article of higher grade how should the salesman deal with the fact and of what real advantage may it be to him?....	95
31. What information as to price should the house always give the salesman?.....	95
32. In making an analysis of any article what is the first step to take?.....	95
33. From what sources may the information be gathered?	95
34. What officer in the institution should first be interrogated?	95
35. If the sales manager cannot give the desired information to what should the salesman turn?.....	95
36. If the literature of the house is incomplete where next should the desired information be sought?.....	96
37. What use should be made of trade journals in this connection?	96
38. Can a man be in too great a hurry to get out on the road?	96
39. How must the retail salesman usually carry on the task of analysis?.....	96
40. What should the specialty salesman, commercial traveler or promoter do before offering his goods or presenting his proposition?.....	96

THE ARTICLE ITSELF

41. In the form of Analysis submitted in this lesson, eight general classes of questions are given—to what do the first four relate?.....	111
42. To what do the second four apply?.....	111
43. What is the first question about the article?.....	97
44. What is the second question about the article?.....	97
45. Why cannot the second question be always answered off hand and at once?.....	97
46. What is the most effective way of showing the nature and use of a device, an appliance, a tool or a machine?	97
47. In connection with its utility or purpose what should the salesman be able to demonstrate?.....	98
48. In framing a promotion scheme what care must be exercised?	98
49. Under what three divisions may the make up or structure of an article be analyzed?.....	98

	Page
50. Does this form of analysis apply only to manufactured articles?	98
51. Where and how will the salesman profitably make use of the interesting facts underlying the structure or mechanism of a manufactured article?.....	99
52. Is the customer generally right?.....	99
53. What is the only yardstick by which the customer can measure the capacity and intentions of the seller?..	100
54. What can be said of promptness in handling orders?..	100
55. What other factors in mode of conduct are generally effective in holding business against all competition?	100
56. Why do we prefer our hotel, tailor, haberdasher to another?	101
57. Why do we continue to order from one manufacturer or jobber rather than another?.....	101
58. What lesson can the seller learn from his own experience as a buyer?.....	101
59. What points should be covered under the history of the article?	101
60. If the article is of recent invention what facts may be introduced?	101
61. Why should the salesman know the history of even commonplace articles?	102
62. What is said of a reputation already won?.....	102
63. In offering new goods why should the salesman know all about former productions in the same line?....	102
64. What is meant by "good will"?.....	103
65. What is the largest contributing factor?.....	103
66. Wherein lies its chief value?.....	103
67. Why must every legitimate article of trade have some inherent elements of worth?.....	103
68. Why must the salesman have all these elements of goodness clearly in mind?.....	103
69. Name at least nine of these elements of inherent worth	103
70. Why should the salesman also know the elements of cost which enter into the production and sale of the article?	103, 104
71. What two great features mark an epoch in the change from old to modern merchandising?.....	104
72. What is the essence of the policy behind "money-back-if-not-satisfied"?	104
73. What is the meaning of the one price system?.....	104

	Page
74. Who started it in the U. S.? Ans. A. T. Stewart.	
75. Why cannot these policies of one price and money back be generally applied to the sale of Service alone?	105

WITH RESPECT TO THE CUSTOMER

76. From the standpoint of the article's relation to the customer, the analysis will cover how many general questions?	106
77. What are they?.....	106
78. In what ways may the article in its nature or utility be suggestive to the customer?.....	106
79. What effect have these associations if properly sug- gested?	106
80. When the proper impulse is once started and is skill- fully guided what becomes of the question of price, quality and comparison?.....	106
81. Is the salesman to use all of his knowledge in every case?	107
82. How much of his knowledge should be used in any case?	107
83. What is one of the great dangers in salesmanship?..	107
84. Does the physician or the surgeon use all of his knowledge in every case?.....	107
85. Can the salesman know too much about his goods?..	107
86. What does his consciousness of full knowledge do for him?	108
87. What is reserve power for?.....	108
88. What is the necessity for clear thinking?.....	108
89. Why is systematic preparation required?.....	108
90. In order to acquire clear thinking and the effective expression of thought what two processes must be regularly followed?.....	108
91. Through which process do we come to a realization of facts about the goods?.....	108
92. Arranging those facts in logical order and presenting in a graphic style the most appropriate facts be- long to which process?.....	108
93. Is it necessary for a person to understand logic in order to follow and be affected by a logical order of presentation of the points?.....	109
94. Why should a selling talk be logical?.....	109

	Page
95. As derived from the analysis what point shall the salesman choose to feature his introduction?.....	110
96. In analyzing possible objections (suggested by a review of the formal analysis) what questions should the salesman put to himself and what should he seek to do with these possible objections?.....	110
97. In what way is the analysis necessarily limited?.....	111
98. What is the specific value and what the general value of the practice of making a formal analysis?.....	111

SYSTEM OF ANALYSIS

99. What are the two main or great divisions of the analysis?	111
100. What are the four features concerning the article itself?	111
101. What are the four lines of inquiry in the relation of the article to the customer?.....	112
102. What is said about the use of general terms such as good, best, excellent, etc.?.....	112
103. Can valid objections be answered?.....	113
104. Upon what are valid objections based?.....	113
105. What may be the cause of valid objections?.....	113
106. Can these causes be removed?.....	113
107. Are requests for explanations to be taken as objections?	113
108. Upon what are ordinary objections founded?.....	113
109. What are the four kinds of unsound judgments?... 113	113
110. How are they to be met and overcome?.....	114
111. For practical purposes can we depend upon an analysis simply formed in thought?.....	114
112. How should every analysis be made?.....	114
113. What is the only best method of constructing an analysis which is to be the foundation for bringing into operation through synthesis the laws of association of similarity and of contrast?.....	114
114. Study the sample analyses that follow and see wherein they can be improved?.....	115

CHAPTER VIII

THE FIELD OF OPERATION

1. Why is it important to analyze the field of operation?	137
-----------------------------------------------------------------	-----

	Page
2. Make a chart or general form of analysis for your own field of operation or that of your house.....	137
3. What is said of thoroughness?.....	137
4. Which is the better policy, to work a small territory thoroughly or a large territory superficially?.....	137

CHAPTER IX

THE EFFICIENT ANALYST

1. What effect has the spirit of service upon one's power of analysis?	138
2. What is the first requisite for making a good analyst?	138
3. What is the second requisite for a good analyst?....	139
4. What is the third requisite for a good analyst?....	140
5. How is the capacity to perceive relationships to be cultivated?	141
6. When an object or subject is first presented to the mind in what four ways is it perceived?.....	141
7. What study particularly helps the mind to perceive relationships?	141
8. What is the fourth requisite for a good analyst?....	141
9. What lesson treats of the faculty of imagination? Review it.....	141
10. Why is the faculty of imagination essential to the analyst?	142
11. What is the fifth requisite of a good analyst?.....	142
12. What kind of an attribute is impatience?.....	142
13. What kind of an attribute is patience?.....	142
14. Review Lessons IV, VI and VII with reference to the constructive quality—patience.....	142
15. What is the sixth requisite of a good analyst?.....	143
16. What is the science of logic?.....	143
17. What is the seventh requisite of a good analyst?...	144
18. Good diction involves an acquaintance with what three subjects?	144, 145
19. Are grammar and rhetoric essential for effectively polishing the points?.....	146
20. Logic should assist in arranging the points and in meeting and answering unsound judgments. (See Text Book "D" and Lessons XI and XII.)	
21. What is the eighth requisite of a good analyst?....	148

	Page
22. What is synthesis?.....	148
23. Why will the practice of putting the points together logically and appealingly aid the efficiency of the analyst?	151
24. What is the chief problem in all phases of business building efficiency?.....	151, 152

LESSON ELEVEN

INTRODUCTION

	Page
1. What are the four fundamental factors that enter into life's relationships? (See Lesson One—pp. 40, 41)	7
2. Success in life is built upon what fundamental principle? (See Lesson Two—p. 101).....	7
3. How many primary laws are related to that principle?	7
4. What is success?.....	7
5. How is success attained?.....	7
6. Where is primary law No. 1 stated?.....	7
7. Where is primary law No. 2 stated?.....	7
8. Where is primary law No. 3 stated?.....	8
9. What factor entering into life's relationships has primary law No. 4 to do with?.....	8
10. What is the fourth factor?.....	8
11. Why is this fourth factor of such great importance?	8
12. Why is the Mental Law of Sale now referred to as the Mental Law of Acquirement?.....	9

CHAPTER I

MEETING OF THE MINDS

1. What is the fourth primary law of successful human conduct?	10
2. What are the eight words representing eight concepts which sum up the whole purpose of this course of studies?	10
3. What is the final and best test of mastership, regardless of vocation?.....	11
4. What nine things must be done to reach the goal of mastership?	11, 12
5. Why is it essential to become a master of synthesis?.	12
6. What is synthesis?.....	12
7. What is the method of synthesis here studied?.....	12
8. What is the purpose of this synthesis?.....	12
9. With what has the question of synthesis primarily to do?	13

	Page
10. How is the volition of the party of the second part reached?	13
11. In order to persuade the party of the second part and get him to decide and to act, what two things must be done?	14
12. The citadel of the volition is entered through what two doors?	14
13. What is the outer door?	14
14. What is the inner door?	14
15. What is the salesman's aim?	14
16. How is he to capture this fortress?	15
17. What are the two sentinels?	15
18. What are the five fortresses that must be taken before the sale is accomplished?	16
19. What place has hypnotism in scientific selling?	16
20. Why?	16
21. How is the volitional power affected by hypnotism? ..	16
22. How should salesmanship founded on mutual benefit affect the will?	17

THE SELLING TALK

23. What are the four divisions of the selling talk?	17
24. What kind of cases are here referred to?	18
25. What is the function of the introduction?	18
26. What is the function of the primary selling talk? ...	18
27. What is the function of the secondary selling talk? ...	18
28. What is the function of the tertiary selling talk? ...	18
29. What is the work which each talk is intended to do? ..	18
30. What does the salesman expect from his first selling talk?	18
31. If this fails of the desired result what has he at hand? ..	18
32. If the second selling talk does not bring the order what will he bring to bear?	19

CHAPTER II

FAVORABLE ATTENTION—INTRODUCTION

1. What is attention?	22
2. To what must the attention of the customer be directed?	23
3. What is the medium through which the listener's attention must pass?	23
4. What kind of attention begets sales?	23

	Page
5. What is a practical and most potent help in securing attention?	23
6. What is the relationship between man building and attention getting?	24
7. What thoughts must the salesman carefully avoid?... ..	24
8. Wherein dwells the great art of attention getting?.. ..	24
9. What are the two undesirable extremes among salesmen?	25
10. What characterizes the happy medium?.....	25
11. What is intense attention?.....	25
12. What must the salesman get before proceeding with the first selling talk?.....	26
13. If his introduction has failed to secure favorable attention what should he do?.....	27
14. In what way is the introduction a "thought-spilling thing"?	27
15. What is the general condition of mind of the business man when approached in the usual way by a salesman?	28
16. What must be done before the filling in process can begin?	28
17. In case of personal contact between buyer and seller what may be advantageously utilized in the filling in process of attention getting?.....	29
18. What is the great truth to be observed in this connection?	30
19. To what is the customer rightfully entitled?.....	30
20. Richer sensations produce what?.....	30
21. Richer images produce what?.....	30
22. Richer concepts produce what?.....	30
23. How can all of these be most vividly produced?.....	30
24. Will the enlisting of the sense of hearing alone secure the most intense attention?.....	30
25. What kinds of goods are especially adapted to attention getting through taste and smell?.....	31
26. How may a shoe salesman secure attention to his goods?	31, 32
27. How should the salesman prepare for his attention getting introduction?.....	33
28. Can there be a stereotyped form for the introduction?	33
29. Why?	33
30. What is an essential attribute of the able introducer?	33

	Page
31. Upon what does the introducer's versatility depend?	33
32. What is the difference between just praise and flattery?	35
33. Which should always be avoided?.....	35
34. Which should be used judiciously and with tact?.....	35

CHAPTER III

THE FIRST SELLING TALK

1. Having gained favorable attention, what is the next task of the salesman?.....	38
2. How is this object achieved in difficult cases?.....	38
3. What is the definition of interest?.....	38
4. Out of what does interest grow?.....	38
5. Between what two states of mind is interest a link?..	39
6. What is the third stage of the mental law of acquirement?	39
7. Upon what depends the arousing of an appreciation of values?.....	39
8. What should be effected by the first selling talk?.....	39
9. Upon what does the process of arousing interest or developing it from attention depend?.....	39
10. In what does the salesman desire to enlist the customer's interest?.....	39
11. What will here serve his cause?.....	39
12. What should the salesman expect to accomplish with the first selling talk?.....	40
13. In making new customers or in bringing back dissatisfied customers what does experience prove as to the efficacy of the first selling talk?.....	40
14. Is there any reason why the first selling talk should not be a star performance?.....	40
15. Notwithstanding the facts, what view of the first selling talk should the salesman hold?.....	40
16. Where in the selling talks does synthesis come chiefly into play?.....	41
17. What force is here brought to bear upon the mind of the customer?.....	41
18. What is the most logical and the most persuasive way of arranging the points found by analysis?.....	41
19. What is the Law of Association? (Lesson IV).....	41
20. What does this arrangement of points do for the listener?	41

	Page
21. What should govern in the selection of the first points?	42
22. What rule should be followed in selecting the second and following points?.....	42
23. What kind of claims should be first set forth?.....	42
24. Why?	42
25. What is the basis of trade?.....	42
26. Which is easier, to lead or drive?.....	42
27. Why is it desirable to make only such statements as will readily be accepted as the truth?.....	42
28. What is the wedge idea?.....	42
29. When may the wedge have to be driven home with power?	43
30. Why should the first selling talk be brief?.....	43
31. What is the danger of talking too much?.....	43
32. Upon what will the length of the first selling talk depend?	44
33. What relation does the first selling talk bear to a picture?	44
34. Why should the first selling talk be general in its nature?	44
35. What mental note should be made while giving the first selling talk?.....	44
36. Why should note be taken of the points which seem to interest the customer most?.....	44
37. What two points as to details and length of talk should always be kept in mind?.....	45
38. Why should the first selling talk be in a general way complete?	45
39. What should govern the selection of points for the first selling talk?.....	45
40. What kind of claims constitute the strong selling points?	46
41. What points properly arranged and polished are the only material needed for the first selling talk?.....	46
42. How should these "catchy" selling points be blended?	46
43. How thoroughly should the salesman have the first selling talk in mind?.....	46
44. Why does this first selling talk, unlike the introduction, not need to be varied?.....	46
45. What advice does Hamlet give to his players? (See Hamlet, Act III, Scene 1).....	47

	Page
46. What opportunity must be afforded the customer in the first selling talk?.....	47
47. What is meant by providing "Terminal Facilities"?..	47
48. When in the first selling talk should the terminal be reached?	49
49. In giving the customer the opportunity to purchase, what should be carefully avoided?.....	49
50. Having made the points selected for the first selling talk, should the salesman stop talking?.....	49
51. What should he do?.....	49
52. Should he ask the customer to buy?.....	49
53. Why?	49
54. What hitches right on to the place where the salesman left off talking about the goods?.....	49
55. What should the round house of his "terminal facilities" contain?.....	50
56. If the sale is one which can be made on either a time or cash basis with a discount for cash what would now be an eminently proper question to put to the customer?	50
57. Why should the opportunity to buy be offered suggestively and indirectly?.....	49
58. Why should the customer not be asked directly whether or not he will accept the proposition?....	49
59. Why should a decision be sought on a minor point?..	51
60. What should the decision on that minor point involve?	51
61. Are there other minor points upon which a decision can be secured?.....	51
62. When there are different grades of the article offered for sale what minor point may be used?.....	51
63. Who should fill in the order blank?.....	52
64. In retail Salesmanship how can the tactful salesman often clinch the purchase of goods?.....	52
65. What four examples of indirect suggestion by retail salesman are here given?.....	53
66. What is the advice about committing the first selling talk to memory?.....	54
67. What must be memorized?.....	54
68. What is the advice as to committing the first selling talk to memory in specialty salesmanship?.....	54
69. How does the example from current records of American industry endorse this advice?.....	56

	Page
70. Why does the specialty salesman find the same selling talk applicable to every customer?.....	56
71. When and under what circumstances is it desirable for the retail salesman to memorize his selling talk?	59
72. Would more succeed in selling specialties if they had clear and convincing selling talks thoroughly memorized?	59
73. What is the similarity of intention between the orator and the salesman?.....	60
74. What is the main difference between the two?.....	60
75. Is there a best way to state any proposition?.....	60
76. Having found the best way what should the salesman do?.....	61
77. Will committing the sales talk to memory interfere with the proper handling of interruptions?.....	61
78. What should the salesman seek to do with an interruption?	61
79. How did Jas. G. Blaine turn an annoying interruption to his advantage?.....	62
80. How would you handle an interruption due to the entrance of a customer?.....	62
81. How an interruption due to the entrance of a child of the prospective patron?.....	63
82. What is the salesman's saving quality for handling interruptions?	63
83. How will he take up the thread of his talk after an interruption?	63
84. How will the salesman handle the interested or the slighting remarks of the customer himself?.....	63
85. No matter what the interruption, where must the customer be held?.....	64
86. How may the salesman be led off the track?.....	64
87. What is then the result?.....	64
88. What is the comparison made between handling a nervous talkative man and landing a gamy bass?...	64
89. What is the danger attending a memorized talk?.....	64
90. How can this be overcome and the talk be made perfectly natural and apparently spontaneous?.....	65
91. Have you read carefully and digested the author's own experience with a memorized primary selling talk?	65
92. Where in the course of the selling talk should price and terms be discussed?.....	66

	Page
93. Suppose the customer asks at once for the price, what should the salesman do?.....	66
94. Why?	66
95. What is the exception to the rule about mentioning price and terms last?.....	66
96. What is a good form for closing the selling talk?....	67
97. Why is it so important for the salesman to be positive and so unfortunate for him to waver?.....	67
98. Have you read the summary at the end of this lesson?	68, 72
99. Have you examined the analysis of Lessons XI and XII at the beginning of this lesson?.....	4, 5

LESSON TWELVE

CHAPTER I

THE SECONDARY TALK

	Page
1. If the first selling talk has not effected a sale what does the scientific salesman know as to the condition of the customer's mind?.....	6
2. What must the salesman now create?.....	6
3. To this end what has he at his command?.....	6
4. How is desire defined?.....	6
5. In order to create the flame of desire what must the customer be made to see?.....	7
6. The flame of desire having been thus kindled what further should the salesman do to make it a consuming fire?.....	7
7. What form of language is employed in the secondary selling talk?.....	7
8. What is the expository form of discourse?.....	8
9. How does it differ from description?.....	8
10. What form of language is used in the first selling talk?	8
11. What is the reason for changing from description to exposition?	8
12. Should the customer be aware of any break in the discourse?	8
13. How should the salesman proceed?.....	8
14. Has anything happened?.....	8
15. What is the salesman striving to have happen?.....	8
16. How may the expository form of language be varied?	9
17. Why should some of the points previously made be here reiterated?	9
18. Why should these points be given with varied words or in a new light?.....	9
19. How may the points be clinched?.....	9
20. What kind of an argument should be more fully used?	9
21. Why should greater force and positiveness now be employed?	9

	Page
22. What should be done with the sketch drawn in the first selling talk?.....	10
23. Who should hold the floor?.....	10
24. What is the customer's business?.....	10
25. What is the salesman's duty?.....	10
26. How should questions and interruptions be here treated?	11
27. What if the customer voluntarily declines the offer?..	11
28. How must the three selling talks appear to the customer?	11
29. Having noted in the first talk the points that mainly interested the customer what will the salesman now do with those points?.....	11
30. What is the object of the secondary selling talk?.....	12
31. In this talk what can the salesman show as to material?	12
32. What as to perfection?.....	12
33. What as to workmanship?.....	12
34. What as to finish and adornment?.....	12
35. What as to form and outline?.....	12
36. What as to artistic merit and general effect?.....	12
37. What is the purpose of dwelling on these specific merits and attractions?.....	13
38. By the use of this mass of detail and the strict grouping of related features what chance is frequently afforded the salesman?.....	13
39. With what kind of arguments should the expository discourse be strengthened?.....	13
40. What kind of argument is usually out of place in salesmanship?	13
41. Why?	13
42. When direct argument is necessary what care should be taken?.....	14
43. Where only is direct argument usually permissible?..	14
44. Why is it likely to be disastrous if used in the second selling talk?.....	13
45. What is meant by realistic arguments?.....	14
46. Wherein lies the power of realistic arguments?.....	14
47. Why is selling goods by sample usually so effective?..	14
48. Is it advisable to get the customer to agree with the salesman?	15
49. What kind of questions may be asked for this purpose?	15

50. What will be the salesman's guide as to questions to ask?	15
51. What kind of questions should be avoided?.....	16
52. In the second selling talk what will usually be the last point treated?.....	16
53. After talking price what may still be done to spur desire to final resolve?.....	16
54. What positive suggestions can sometimes be made at this point?.....	16
55. In what respects does the second selling talk resemble the first selling talk?.....	16
56. How much time and study should be given to perfecting the second selling talk?.....	17
57. Why do many salesmen fail to enjoy great success?..	17
58. What two great points are gained through the division of the proposition into four parts?.....	17
59. Why is it best not to be too "glib"?.....	18
60. What ought to be the result of a careful following of the instructions herein given?.....	18
61. What must the salesman always expect the second selling talk will accomplish?.....	18
62. Suppose the customer does not take advantage of this second opportunity to buy what is the salesman to do?	18
63. Why has the customer not decided to purchase?....	18
64. What must be done to the flame of desire?.....	18
65. What may be holding back desire on the part of the customer?	19
66. Do these difficulties imply a lost battle?.....	19
67. What ammunition has the salesman still in reserve?..	19
68. What is every efficient business building salesman?..	20
69. What is an "almost sale"?.....	20
70. What are some of the causes of "almost sales"?.....	20
71. What is the rule about the sale being closed while the salesman is on the ground?.....	21
72. Should the second talk provide terminal facilities?...	21
73. When will the second selling talk be finished?.....	21
74. Who knows when all of the points have been covered?	21
75. When the second opportunity to buy has been given through some positive or direct suggestions and the customer still hangs back, for what is the salesman then ready?.....	21
76. What should the salesman do with every "almost sale"?	21

CHAPTER II

THE THIRD SELLING TALK

	Page
1. With what has the third selling talk chiefly to do?...	25
2. Closing the deal is especially related to what side of the mind?.....	25
3. Action results from what state of mind?.....	25
4. What is the step immediately preceding action?.....	25
5. What are the six volitional steps for individual action?	26, 27
6. What is the seventh step and in what does it result?..	27
7. Has the customer freedom of choice?.....	28
8. Has he a right to reject your offer?.....	28
9. May he do so in spite of anything you can say or do?..	28
10. What advantage, however, has the salesman?.....	29
11. What is the mother of all action?.....	29
12. If desire is made strong enough what happens to volition?	30
13. What is the psychological moment?.....	30
14. What is the result of failure to discern the psychological moment?.....	30
15. Whenever the psychological moment is perceived what should be done?.....	30
16. Why should the psychological moment be seized and used at once?.....	31
17. How is the psychological moment detected?.....	32
18. What are some of the common indications of the arrival of the psychological moment?.....	32, 33
19. How does the salesman help to inspire the psychological moment?	33
20. What are four weapons employed in capturing the citadel of volition?.....	34
21. If the fortress of desire has been captured through exposition, what part of the mind has been influenced?	34
22. What part of the mind may remain unmoved?.....	34
23. How will the salesman proceed to arouse the emotions?	35
24. Is the customer still only a listener?.....	35
25. Is it advisable that he now take part in the discussion?	35
26. What will he do?.....	35
27. What must the salesman be prepared to do?.....	35

	Page
28. What law should be followed in answering objections?	36
29. The salesman's analysis of his goods, of the finding of the customer and of the service to be rendered being correct, what valid objections can the customer raise to taking favorable action?.....	36
30. Of what then are his objections the result?.....	36
31. How many kinds of unsound judgments are there?..	36
32. What are they?.....	36
33. How can a negative state of mind be overcome?....	37
34. What will it avail to beat the customer in argument and prove him wrong?.....	37
35. What side of the picture must the salesman bring out and dwell upon?.....	37
36. Having made brief answer to an objection, what should be the salesman's attitude?.....	38
37. What should he at once proceed with?.....	38
38. In following the law of non-resistance the salesman yields every time the customer pushes, but in what direction should he yield?.....	38
39. Having answered all objections the salesman may now push. Why?.....	38
40. What is the power through which the will acts?....	39
41. What are the two sentinels through which the volition is reached?.....	39
42. Is it sufficient to gain the sentinels of intellect and sensibilities?	40
43. What more must be done?.....	40
44. How will the salesman further proceed to bring about decision and action?.....	41
45. In the final assault and especially in meeting objections what form may the arrows take?.....	41
46. When will the whole armory of rhetorical weapons be drawn on?.....	41
47. Why will the third selling talk necessarily be varied?	41
48. What is the advantage of the salesman's position?	41, 42
49. How does the salesman compare with an attorney who has right on his side and his case fully prepared?	42
50. What is the most difficult kind of a customer to deal with?.....	43
51. Why?	43

	Page
52. Why must objections be drawn out in the third selling talk?.....	43
53. How in general does the third selling talk differ from the two preceding?.....	43
54. What quality is especially needed for this talk?..	43, 44
55. Many points here made will be spontaneous,—what should be done with them?.....	44
56. Of what do the individual pieces or chunks of the third selling talk consist?.....	44
57. How are the three selling talks compared to the advance of an attacking military force?.....	45
58. What is the educational figure used by the author and in what way may it be made helpful to the salesman?	46
59. What alone will win success for the salesman?.....	47
60. What rewards besides money will be his?.....	47
61. What gives power to the salesman's career?.....	48
62. What are some of the valuable services rendered by salesmen?	49, 50
63. The persistent and insistent efforts of the salesman must be how governed?.....	50
64. With what spirit should the salesman always be actuated?	50
65. What measure of success will come to him who uses his powers of persuasion for furthering selfish aims regardless of the right or interest of others?	50
66. What is one of the strongest marks of a good salesman?	51
67. Why does unselfish advice to customers pay big dividends?	51
68. What are the usual "put off" statements of customers?	51
69. How should such statements be met?.....	51
70. Do the military figures employed in this lesson indicate approval of combative methods in Salesmanship?	52
71. How should the three selling talks be viewed?.....	53
72. How many pauses are there before reaching the third selling talk?	53
73. What are they and what are they for?.....	53
74. What may cause you to pause at any point in any of the talks?.....	53

Page

75. How much medicine should a physician use in any one case?.....	54
76. How much talk should the salesman give in any one case?	54
77. In talking to a man of the electric-acid-mental-motor type, how much of your talk should be given at the first call?.....	54
78. What are the chances of closing with such a man on the first selling talk?.....	54
79. Why?	54
80. How much may you be able to give on a second visit?	55
81. What type of man will probably wish to hear your entire explanation at one time?.....	55
82. Should the salesman always represent the positive pole of the electro-magnet?.....	56
83. What should govern him here?.....	56
84. Which is the more desirable, that the customer should think and feel that he had bought something or that he should think and feel that you had sold him something?	56
85. Why?	56
86. When a man insists upon interrupting and seems to want to do all the talking how should he be handled?	57
87. Why should the customer be led and not driven?..	58
88. What form of discourse should principally be used in the third selling talk?.....	58
89. What is meant by taking up the slack?.....	58
90. How may the slack be taken up?.....	59

GENERAL COUNSELS

91. What are you expected to accomplish with the first selling talk?.....	60
92. In what cases will you employ the second selling talk?	60
93. In what cases only will you have need for the third selling talk?.....	60
94. What are the three things gained by dividing the whole talk into four parts?.....	60
95. Whenever the psychological moment arrives what must you do?.....	60

	Page
96. To what form of salesmanship are the four divisions of the selling talk particularly applicable?.....60,	61
97. How far can the retail salesman use the four divisions of the selling talk?.....	61
98. How far can the promoter use them?.....	61
99. Upon what will the length of the several divisions of the selling talk depend?.....	61
100. What must guide the salesman in the application of these four principles?.....	62
101. What boundary will the earnest student fix to this study and its application in the world of human activity?	67

TEXT BOOK A

CHAPTER I

	Page
1. What is the purpose of this course of study?.....	4
2. How will the value of this instruction manifest itself? ..	6
3. Upon what Science are these studies founded?.....	10
4. What is the basis of the Area Science?.....	10
5. What are the two branches of the Science of Man Building?	11
6. Where should written answers to test questions be sent?	12
7. What should be the mental attitude of the student?..	13
8. What are the two requisites for concentration?.....	13
9. Why should patience be cultivated?.....	14
10. What should be done after reading a lesson?.....	14
11. What order should be followed in reading the lessons?	14
12. What system should be adopted to aid in acquiring and applying the subject matter?.....	15
13. What use should be made of a dictionary?.....	15
14. What should be done with an idea, law, or principle as soon as found?.....	16
15. What are the special correspondence privileges?.....	18
16. How should communications with the School be made and addressed?.....	20
17. What aid does the School give in finding positions for graduates?.....	21
18. Wherein lies the value of education?.....	22
19. What is the value of the correspondence method of instruction?	23, 24
20. How should the lesson papers be prepared?.....	25
21. What kind of paper may be used for lesson papers?..	27
22. What is said about diplomas?.....	28
23. What obligation with reference to books does the student assume?.....	29
24. What should be done with all new ideas acquired?....	30
25. What is the relation of Science to Art?.....	31

CHAPTER II

EDUCATION

	Page
1. What are the four periods of education?.....	34
2. What does education applied to man signify?.....	35
3. Of what is development the result?.....	35
4. What is the nature of education?.....	36
5. What is the scope of education?.....	37
6. How can the study of habit be formed?.....	38
7. What is the value of experience through use?.....	40
8. What is education?.....	43
9. What is educating?.....	43
10. What is knowledge?.....	43
11. What is instructing?.....	43
12. What results from developing mind and body?.....	43
13. What is meant by training mind and body?.....	44
14. Where are the materials for instructing found?.....	44
15. What is a teacher?.....	44
16. What is an instructor?.....	44
17. What is the natural method of instructing or teaching?	45
18. What is the formal method of instructing or teaching?	45
19. Who is the self-educated person?.....	45
20. Who is the school-educated person?.....	45
21. Who is the truly educated person?.....	45
22. What knowledge is most useful for the business man?.....	46
23. How should this knowledge be obtained?.....	47
24. What four instruments are necessary for obtaining knowledge?	48
25. What is analytic reading?.....	50
26. How should it be practiced?.....	51
27. What is its value?.....	53
28. Except some small classes, what are all men engaged in?	55
29. What has science to do with efficiency in production?.....	55
30. What science do all business men use in their calculations?	55
31. Upon what does every person's success in getting a good livelihood depend?.....	56
32. What is meant by learning a business?.....	56

	Page
33. Why is a knowledge of science so important for the business man?.....	56
34. What does Bacon say of studies?.....	59, 63
35. Why should a man read?.....	64
36. Why should a man confer with others?.....	64
37. Why should a man write all that he has learned?....	64
38. What should the busy business man study?.....	57, 67

TEXT BOOK B

PART 1. THINKING

CHAPTERS I AND II

	Page
1. What are the contents of mind?.....	4
2. How do mental contents grow?.....	6
3. When does thinking begin?.....	7
4. What is the practical value of this knowledge?.....	9
5. Why is it important to have a sound body?.....	10
6. What five windows connect man with the world of matter and motion?.....	11
7. What is a sensation?.....	12
8. Where are the two ends of sensation?.....	13
9. What connects these two ends?.....	13
10. With what does sensation deal?.....	15
11. With what does thought deal?.....	15
12. What are the seven avenues of the mind?.....	16
13. How is sight stimulated?.....	17
14. How is hearing aroused?.....	17
15. How is smell excited?.....	17
16. How is touch stimulated?.....	18
17. How is taste excited?.....	18
18. What is the foundation of mental contents?.....	18

CHAPTER III

1. What is an image?.....	19
2. How many kinds of mental images may there be?...	19
3. What is a visual image?.....	19
4. What is an auditory image?.....	19
5. What is a tactual image?.....	20
6. What is an olfactory image?.....	20
7. What is a gustatory image?.....	20
8. What is a compound image?.....	20
9. What shapes our images?.....	20
10. What is the power of re-imaging, and why are the sense organs not affected in exercising this power?	21
11. When do we first become conscious of relations?....	22

	Page
12. Is the image mental or physical?.....	22
13. What gives richness to the mental image?.....	23
14. What is the value of enriching our images?.....	24, 26

CHAPTER IV

1. What does the word concept mean?.....	28
2. What three steps does the mind take in forming of a concept?.....	28
3. Of what three degrees are concepts?.....	29
4. What are the three kinds of concepts?.....	30
5. What is the first use of concepts?.....	31
6. What is the second use of concepts?.....	32
7. What is the third use of concepts?.....	33
8. Concepts in thought correspond to what in nature?..	34

CHAPTER V

1. What is perception?.....	35, 38
2. Every act of perception involves what?.....	35
3. What is recognition?.....	36
4. How does recognition differ from perception?.....	36
5. What is observation?.....	37
6. Why is it to be cultivated?.....	37
7. What constitutes fine perception?.....	39
8. What is an illusion?.....	40
9. What are the most common illusions?.....	40
10. What are four functions of perception?.....	43

CHAPTER VI

1. What is an idea?.....	44
2. How are ideas made?.....	44
3. How does a major idea differ from a minor idea?....	45
4. What may be learned from tones of voice, gesture and attitude?	45
5. What characterizes the man of few ideas?.....	46
6. How does the educated man compare in stock of ideas with the ignorant man?.....	46
7. Why is there a mental tendency to ruts?.....	47

CHAPTER VII

1. What is a judgment?.....	50
2. Is the distinction between ideas and judgments real or merely formal?.....	51, 52

	Page
3. What are the five classes of judgments?.....	53
4. From what do mistaken judgments arise?.....	53
5. Why should the senses be trained?.....	54, 55
6. What is the value of trained eyesight?.....	56
7. How do prejudiced judgments originate?.....	59, 60
8. What are prejudices?.....	60
9. How does viewpoint affect our judgments?.....	61
10. When are inferences strong?.....	71, 72
11. What is the value of inference?.....	72, 73
12. What is analogy?	73
13. What is the danger of reasoning by analogy?.....	73
14. What is sophistry?	74
15. How can sophistry be guarded against?.....	75
16. What is a priori reasoning?	76
17. What is a posteriori reasoning?.....	76
18. What is deductive reasoning?	76
19. What is inductive reasoning?	76
20. Which method does science pursue?.....	77
21. Which method does philosophy follow?.....	77
22. What is the basis of all sound reasoning?.....	78
23. Why can some men reason better on a given subject than others?	82

CHAPTER VIII

1. What is reasoning?.....	63
2. How many ideas or judgments are always involved in reasoning?	64
3. Of how many ideas or judgments does a syllogism consist?	64
4. What are the first two ideas or judgments called?....	65
5. What is the third or derived judgment called?.....	65
6. Where should we first look for weakness?.....	65
7. If the major premise is true and the minor premise is true and they are properly connected, what must follow?	67
8. To what does inference lead?.....	68
9. To what does sound reasoning lead?.....	69
10. Why does inference generally lead to probable rather than necessary knowledge?.....	69, 71

CHAPTER IX

	Page
1. Upon what do laws rest?.....	84
2. To what domain do concepts, ideas, and laws belong?	84
3. What in the widest acceptance of the word is a law?	84
4. What does a law state?.....	84
5. Where do principles lie?.....	85
6. What eternal question do principles answer?.....	85
7. What is the principle of relativity?.....	86
8. How is it arrived at?.....	86
9. What relation has reasoning to the discovery of laws and principles?	88
10. How can the certainty of a fact be very much increased?	89
11. What power comes to him who can rest every important statement upon a general law?.....	91

CHAPTER X

1. What is attention?	93
2. What is watching?	94
3. What is the use of attention?.....	94
4. What is involuntary attention?	94
5. Voluntary attention is where controlled?.....	95
6. What effect upon the customer's attention has the writing or drawing of something before his eyes?..	98
7. What is the important element in expectant attention?	100
8. Can one attend to two things at once?.....	103
9. What is the difference between divided and focused attention?	104
10. What is the law of divided attention?.....	105
11. How can this law be made useful to the salesman?	105, 106
12. What is diverted attention?.....	107
13. How can diverted attention be cured?.....	109
14. What is the law of sensation and attention?.....	111
15. How should the salesman apply this law?.....	112
16. Why should one learn to concentrate?.....	113
17. How is attention held?.....	113
18. What is the secret of concentration or prolonged attention?	114
19. Of what is devoted attention the mark?.....	116
20. How does Helvetius define genius?.....	117
21. What is now known about certain brain areas?.....	117

	Page
22. How are the brain areas developed and built up?....	118
23. What materials and processes does thinking employ?	119
24. From what does every thought arise?.....	120
25. Concepts 'se up through images from what ground?	120

PART 2. MEMORY

CHAPTER I

1. What is memory?.....	122
2. How far is knowledge dependent upon memory?..	125, 127
3. How does memory assist in character reading?.....	126
4. What does Fuller call memory?.....	127
5. Why is memory the basis of reasoning?.....	129
6. What is the relation of memory to personality?.....	129

CHAPTER II

1. What is the first of the three functions of memory?..	129
2. When is a thought a member of the mind?.....	130
3. When does a thought again become a member of the mind?	130
4. Where is knowledge retained?.....	130
5. What is the practical question for each of us?.....	131

CHAPTER III

1. What is the second function of memory?.....	132
2. What is re-imaging?	132
3. What is involuntary recollection?	133
4. What is voluntary recollection?	133
5. How did Galton test the power of recall?.....	134
6. What are the five enemies of recall?.....	135
7. How may disuse be overcome?.....	138
8. How may indifference be conquered?.....	138, 141
9. What is the best cure for mental and physical exhaustion?	141, 142
10. What is visualizing?.....	142
11. How far can visualizing help the ear-minded or touch-minded?	143
12. How can divided attention be cured?.....	142, 145
13. What constitutes a mighty-memory trinity?.....	145
14. What is meant by thorough understanding as an aid to memory?	145
15. How does thorough understanding aid memory?.....	146
16. How may attention be assisted to focus while one is reading or listening?.....	146

CHAPTER IV

	Page
1. Can you remember best what you read, write, or hear?	148
2. What kind of images most vividly impress the ear-minded?	150
3. How does memory of olfactory images compare with those of sight, hearing, and touch?.....	150, 151
4. What are some organic memories?.....	151
5. How are detectives trained?.....	153
6. How did Houdin and his son train their powers of observation?	153
7. How did General Grant remember names?.....	154
8. What is the analysis of Grant's method?.....	154

CHAPTER V

1. Why does a thing seen for the first time make us think of some object seen before?.....	156
2. What is the law of association?.....	157
3. What is meant by mental relations?.....	157
4. How is the power of recall here illustrated?.....	157
5. How many forms of association are there?.....	158
6. Upon what are the forms of association based?.....	158
7. Which three are due to similarity?.....	158
8. To what are the other two forms due?.....	159
9. Why is cause and effect a form of association?.....	159
10. What is meant by contents as a form of association?	160
11. Why does the part of a thing suggest the whole?....	160
12. Upon what principle in nature is the association by contrast founded? (See Lesson 3—76).....	163
13. There are five kinds of similarity here suggested, can you find others?.....	163, 164
14. What is contiguity?.....	164
15. What two relationships does contiguity deal with?	164, 165
16. Which two forms of associations are essential?.....	167
17. Which three forms are incidental?.....	167

CHAPTER VI

1. Into what two classes may we divide all things for the purposes of memory?.....	169
2. Connected things stand in what relation?.....	169, 170
3. Unconnected may stand in what relations?.....	169

	Page
4. In handling disconnected or incidental relations why should we see exclusiveness of association?.....	171
5. Can you give an example of each form of association?	171, 175
6. Can you write out a train of thought and name each form of association involved?.....	176
7. How do you fix names?.....	177
8. How do you recall forgotten names?.....	177
9. What is the value of forming the habit of consciously associating things?	179

CHAPTER VII

1. How will you learn to store in memory those things that refuse to be readily coupled up with any of the forms of association?.....	180
2. What must accompany repetition?.....	181
3. How are habits formed and fixed?.....	182
4. What are the three great friends of memory, the mnemonic trinity?	183
5. What is said about burdening one's memory?....	183, 184

CHAPTER VIII

1. How does too much memorizing affect the power of thought?	185
2. What does M. Brandt say of the memory powers of the Senegambians?	185
3. All thinking depends upon memory, but may the memory be trained to the arrest of rational thinking?..	186
4. Is there much danger today of over training of the memory?	185
5. What two powers should be cultivated to develop ability?	186

CHAPTER IX

1. Why is it advantageous to forget a great deal?.....	189
2. If memory is undying, how can we learn to forget?..	189
3. How does the story of the wounded Hindu illustrate the power to forget?.....	190
4. How can the ugly things be cleaned out of memory?	190

CHAPTER X

	Page
1. What is the third function of memory?.....	191
2. What is recognition?	191
3. What is the great value of recognition?.....	191
4. Why does recognition give us pleasure?.....	192
5. What is the reason for practicing exact recognition?	192

PART 3. IMAGINATION

CHAPTER I

1. What is imagination?.....	193
2. When images are grouped under the law of similarity what is the group called?.....	193
3. When images are grouped as first observed in nature what is the group called?.....	194
4. When images are grouped in any other way, what is the group called?.....	194
5. How do memory and imagination differ further?....	195
6. How does imagination affect sensation?.....	195
7. Can imagination cause sensations?.....	197
8. What supplies the materials for the imagination?....	198
9. How are memory and imagination sometimes con- fused?	198
10. Can imagination construct something out of nothing?	198
11. What does Zueblin say of the imaginative man?.....	199
12. What does Sheldon say of the faculty of imagination?	199, 200
13. What is material progress?.....	200

CHAPTER II

1. What are the two kinds of imagination?.....	201
2. How does the constructive imagination work?.....	201
3. Which kind of imagination does the writer of a story, play or poem employ?.....	202
4. Which kind of imagination is used by the reader of the story, play or poem?.....	203
5. How does the reconstructive imagination work?....	203
6. What must be done to improve the reconstructive imagination?	203, 204
7. What differences in imaginative power do the edu- cated and uneducated seem to display?.....	205

	Page
8. To which form of imagination do imitation and play belong?	206
9. What is sympathy?.....	206
10. Which are more easily re-imagined, auditory or visual images?	207
11. How do violinists play upon the imagination of their audience?	208
12. What are the general rules for cultivating reconstructive imagination?	211

CHAPTER III

1. How is voluntary imagination exercised?.....	214
2. What is the law of the constructive imagination?....	214
3. The highest products of the imagination when analyzed yield only what elements?.....	216
4. What is the secret of the whole question of the constructive imagination?	217
5. What is the fundamental process of imagination?....	218
6. What is the key-word of the whole mental life?....	218
7. How do thought, memory, and imagination differ?....	219
8. What is the story of the development of the dynamo?	220
9. What part did the imagination play in the making of this wonderful invention?.....	220, 222
10. What part did imagination play in the discovery and development of photography?.....	222
11. What did imagination do for George Borgfeldt?....	223
12. What did the coupling of the concepts "natural gas" and "light-house" by Tom Campbell do for the world?	225
13. What is the method of systematic constructive imagination?	226
14. How should the tables of concepts be used?.....	229
15. Has anyone ever made any new and useful discovery by following this method?.....	230
16. Why are many imaginative people unreliable?.....	234
17. Why do young children sometimes tell wrong stories?	234
18. Where should the ideas furnished by the imagination be tested out?.....	236
19. What does Titchener say of creative imagination?....	238
20. What does Spencer call the constructive imagination?	238
21. How can one increase his stock of concepts?.....	241
22. What resulted from combining the concepts camera and microscope?	241, 242

	Page
23. When a new idea, a good, or an unusual idea occurs to the mind what should be done?.....	243

CHAPTER IV

1. What accounts for the difference of imaginative power in people?.....	245
2. What would our life be like if we were without the power of imagination?.....	245
3. How may work be made happy?.....	247
4. What is the author's thought on imagination and immortality?	247

TEXTBOOK C

CHAPTER I

	Page
1. What is an advertisement?.....	5
2. What is merchandising?.....	6
3. What are the principal elements in merchandising?..	6
4. To what sense alone does the advertisement speak?..	7
5. How can it appeal to the other senses?.....	7
6. In what respect does it fall short of the salesman?..	7
7. In what respect is it stronger and more influential than the salesman?.....	7
8. In what way is the advertisement a real friend of the salesman?	8
9. To what laws and principles is the effective advertise- ment subject?	9
10. Upon what does the value of the advertisement to the advertiser depend?	9
11. Can this be estimated in advance?.....	9
12. In a broad sense what is the purpose of the advertise- ment?	10
13. What are signs for?.....	11
14. What is meant by inducing acceptance?.....	13
15. Why does the advertisement seek to create new desires?	13
16. How does it proceed to create new desires?.....	14
17. What is the final cause or purpose of every advertise- ment as an element in merchandising?.....	15

CHAPTER II

1. What is the vital element in every advertisement?....	17
2. Why should it be easy to read?.....	17
3. Why should it be harmonious?.....	17
4. What shape is most acceptable to the eye?.....	18
5. Why should the advertisement be consistent with the business advertised?	18
6. What is the substance of the advertisement?.....	19
7. Why should the substance be <i>bona fide</i> ?.....	19
8. What should the substance result from?.....	20
9. Upon what must the substance depend?.....	21

	Page
10. General advertising is mainly for what purpose?....	21
11. Retail advertising seeks to do what?.....	22
12. The mail order advertiser has what immediate end in view?	22
13. What kind of images should be awakened by advertisements of food? Of musical instruments? Of automobiles? Of clothing?.....	22, 23
14. What are six sound judgments as to the use of advertising?	23, 24
15. What are some unsound judgments evidenced by the written advertisement?	24
16. In writing and arranging an advertisement what truth should always be kept in mind?.....	24
17. In every advertisement the end sought is favorable action. How should the advertisement proceed to gain this end?.....	25
18. What does any one man know about the working of the mind of another?.....	25
19. To what science must the writer go to find out how to address his public?.....	26
20. What should he know about his public?.....	26
21. What does the advertisement reveal as to the character of the advertiser?.....	27

CHAPTER III

1. What is the first function of the advertisement?.....	28
2. How do voluntary and involuntary attention differ?..	28
3. Which kind of attention does the advertisement seek to enlist?	28
4. What six principles does Professor Scott give as a partial analysis of involuntary attention?.....	29, 33
5. When favorable attention has been gained how may interest be aroused and sustained?.....	34
6. How does the advertiser prompt the reader's will to flow forth in action?.....	35, 36

CHAPTER IV

1. Why has the science of advertising not kept pace with the art?	37, 38
2. What part does the agency play in the advertising business?	39, 41
3. What three new professions has the business developed?	42

	Page
4. What would constitute the ideal copy writer?.....	43
5. What is the work of the solicitor?.....	44, 45
6. What is the office of the space-buyer?.....	46, 48
7. Who should be the best judge of the medium?....	48, 49
8. Can you name several classes of employes of the Agency?	50
9. What are the duties of advertising accountant?.....	51
10. What is the necessity of an advertising manager in a large institution and what are his duties?.....	51, 52
11. Why will the newspapers not pay commissions on local advertising?	52
12. There are thirty thousand publications selling space; how should the advertiser decide which of them to use?	53, 55
13. What are some other media for the advertisement?	56, 60
14. What four things is every advertisement designed to do?	61

CHAPTER V

1. Upon what depends the value of an advertisement?..	62
2. How does the advertiser try to find if his advertisement pays?	63, 64
3. Hundreds of millions are spent annually in advertising; who gets the money?.....	65, 67
4. What does an average advertising manager earn?....	66
5. What effect has the advertisement upon our daily life?	68

CHAPTER VI

1. What element in common have the advertisement, the salesman and the public speaker?.....	69
2. What is the common means employed by each?.....	69
3. How do these three vary as to the number of people reached?	70
4. Which of the three makes the strongest impression?..	70
5. What should the young man who seeks to enter the advertising business ask himself?.....	71
6. How long does it take to train a professional man?..	71
7. Does the profession of advertising call for greater genius than that of other professions?.....	72
8. What is an excellent school for the profession of advertising?	73
9. Have you read how Mr. Gillam learned to write copy?	74, 83

TEXTBOOK D

PART I: GRAMMAR

CHAPTER I

	Page
1. What is the science of language?.....	5
2. What is grammar?.....	5
3. As a science what is the object of grammar?.....	5
4. As an art what is grammar?.....	6
5. What are the sources of the English language?....	6, 8
6. Why do words change in form and meaning?.....	8, 10
7. What is the use of the study of formal grammar?....	11
8. Why should we study the English language?.....	13

CHAPTER II

1. What are words?.....	14
2. What is the man of few words?.....	15
3. How can our stock of words be increased?.....	15
4. What are technical terms?.....	16
5. What kind of words are formed from root words?..	16
6. What are synonyms?.....	17
7. Why is "resurrect" not an English word?.....	17
8. Have you considered the examples of misused words?	19, 28

CHAPTER III

1. What are the names of mental images called?.....	29
2. Why are some nouns called common and others proper?	29, 30
3. What is an abstract noun?.....	30
4. What is a collective noun?.....	31
5. When does a collective noun require a singular pre- dicate and when a plural?.....	31
6. Do English nouns indicate gender by change of form?	31, 32
7. What is meant by the singular and by the plural num- ber of nouns?.....	32
8. What are the several ways of forming the plural of nouns?	33

	Page
9. What is the one case form of English nouns and how is it made?.....	34
10. When is a word in a group of words said to be used substantively?	34
11. What are the personal pronouns?.....	35
12. What are the four uses of the impersonal "it"?.....	36
13. What is the difference between the intensive and the reflexive use of the compound personal pronouns?.....	37
14. What are the demonstratives and what are they for?.....	37
15. What are the interrogatives and what is their office?.....	37
16. What are the relatives and why are they so named?.....	38
17. What are the compound relatives and what is the meaning of each of them?.....	39
18. What are the indefinite pronouns and why are they so called?	40
19. What are adjectives?.....	40
20. How are they compared?.....	41
21. What are adjective phrases and clauses?.....	42
22. How are verbal concepts expressed?.....	42
23. What distinguishes regular from irregular verbs?....	43
24. When is a verb said to be transitive?.....	43
25. When is a verb said to be intransitive?.....	43
26. What one tense is distinguished by change of form of the verb?	44
27. What has become of distinctions of mood?.....	44
28. What is the sign of the infinitive?.....	45
29. What are the three uses of the infinitive phrase with "to"?	45
30. What are the two participles and how are they used?	45, 46
31. Why are adverbs so named?.....	47
32. What seven kinds of concepts are expressed by adverbs?	47
33. How are adverbs of cause, time and place used?.....	48
34. How are adverbs of manner commonly formed?....	48
35. How are adverbs compared?.....	49
36. Adverb or adjective, which?.....	49
37. Where should the word "only" be placed?.....	49
38. Are double negatives in good use?.....	49
39. What are prepositions for?.....	50
40. Can you distinguish the use of "with" and "to," and of "from" and "with"?.....	51
41. When is "but" a preposition?.....	51

	Page
42. What are the two classes of conjunctions?.....	51
43. What are the ordinary coördinate conjunctions?.....	51
44. What are the usual concessive conjunctions?.....	52
45. What is the regular conditional conjunction?.....	52
46. What are two casual conjunctions?	52
47. What are two conjunctions indicating purpose?.....	52
48. What are two interjections?	52

CHAPTER IV

1. What is an epithet?.....	53
2. What is meant by an idiom?.....	55
3. Can you always use the correct preposition?.....	56
4. What is a phrase?.....	56
5. In what three ways may phrases be used?.....	57
6. What is a clause?.....	60
7. What is a main clause?.....	60
8. What is a subordinate clause?.....	61
9. In what three ways may a subordinate clause be used?	61
10. What is a sentence?.....	62
11. What are the three forms of sentences?.....	62
12. What are the four uses of sentences?.....	63

CHAPTER V

1. How can correct spelling be learned?.....	64
2. Do you know the ten useful rules for spelling?....	64, 65
3. Can you properly use all the marks of punctuation?	67, 70
4. Do you understand the common marks of pronunciation?	70
5. How many vowel sounds are there in the English language?	70
6. How many letters are used to express these vowel sounds?	71
7. What is the meaning of "consonant"?.....	71
8. What is a consonant?.....	71
9. What is a surd and what is a sonant?.....	71
10. How are the several consonants formed?.....	71, 72

PART II: RHETORIC

CHAPTER I

1. What must be done with the points obtained by analysis?	79
------------------------------------------------------------------	----

	Page
2. In case of buyer and seller what kind of judgments is the prospect likely to have?.....	80
3. What is then the province of the salesman?.....	81
4. What is the function of language?.....	82
5. Why should the student master written as well as spoken language?	82
6. The effective use of speech is concerned with what five factors?	83, 85
7. Why should simplicity of language be cultivated?....	87
8. Why should the speech be grammatically correct?....	88
9. How may a good vocabulary be acquired?.....	89
10. Assuming that the language is grammatically correct, what is next to be observed?.....	93
11. What is meant by purity of diction?.....	93, 94
12. What is precision and how is it to be acquired?.....	95

CHAPTER II

1. What are the four rhetorical qualities of style?.....	96
2. How is unity in style obtained?.....	97
3. Upon what five things does clearness in style depend?	98
4. What are the six rules for clearness?.....	100
5. What is a periodic sentence?.....	102
6. How may a loose sentence be changed to the periodic form?	103
7. What is the balanced sentence?.....	104
8. What are the six rules for obtaining energy in style?	105, 106
9. How is elegance or harmony in style secured?....	106, 107

CHAPTER III

1. What is a simile?.....	109
2. How does the metaphor differ from the simile?.....	110
3. What is personification?.....	110
4. What is the figure of metonymy?.....	110
5. What is the danger in using hyperbole?.....	111
6. To what figure of speech is the apostrophe related?..	112
7. What is the figure of vision?.....	112
8. What is antithesis?.....	112
9. How is climax produced and what is it for?.....	113
10. What is the figure of epigram?.....	113
11. Why should irony be avoided?.....	114
12. What is the figure of interrogation?.....	115
13. What are the five rules governing the use of figures?	115

CHAPTER IV

	Page
1. Why should the salesman cultivate a good voice?.....	117
2. What is the first exercise for voice training?.....	117
3. How may distinct enunciation and proper articulation be greatly aided?.....	71, 72, 118
4. What kind of voice tones should be cultivated?.....	118
5. How should gesture be employed?.....	119
6. What effect has facial expression upon the spoken word?	119
7. Why should the speaker be natural?.....	120
8. What is the narrative form of discourse and for what is it used?.....	121
9. What is the descriptive form of discourse and with what does it deal?.....	123
10. What is the expository form of discourse and what is its function?	124
11. What is the purpose of persuasion?.....	125
12. Persuasion belongs in which division of the selling talk?	126
13. Why should the salesman be a student of Character Analysis?	126, 127

PART III: LOGIC

INTRODUCTION

1. What is logic?.....	130
2. Of what is every right action the product?.....	131
3. Why is logic vital to all of us?.....	131

CHAPTER I

1. What previous analysis does argument require?.....	133
2. Is argument always needed in selling?.....	134
3. If needed, what kind of argument should be used?..	134
4. What is usually the attitude of the customer at the outset?	134
5. What is the selling talk to do?.....	134
6. What is the aim of argumentation?.....	135
7. What is the aim of persuasion?.....	135
8. What is the nature of argument?.....	135, 136
9. Why should the salesman not dispute with the cus- tomer?	136
10. What should a good sales argument accomplish?.....	136

	Page
11. What conclusion does the salesman desire the customer to reach?.....	137
12. Should the salesman start from the conclusion and seek beliefs that will support it, or should he start with the beliefs and work out to a conclusion?....	137
13. Do we create desires in the mind of the customer?...	137
14. What is the salesman's purpose?.....	138
15. What two provinces are open to argument?.....	138

CHAPTER II

1. May an argument seem plausible and yet be unsound?	140
2. What is the chief work of the science of logic in the domain of reasoning?.....	141
3. Can any argument, however complex, be reduced to simple parts?	141
4. What are the three statements of the reduced argument called?	143
5. What is peculiar about the third statement in every argument?	143
6. What is this third statement called?.....	143
7. What are the other two statements or propositions called and what in fact do they contain?.....	143
8. The three propositions taken together have received what name?	143
9. Of what two parts does each proposition consist?....	144
10. What are these parts of the proposition called?.....	144
11. What is the middle term?	144
12. What is the major term?	144
13. What is the minor term?	144
14. Which premise contains the major term?.....	144
15. Which premise contains the minor term?.....	144
16. How many terms are there in a syllogism?.....	144
17. As the middle term occurs twice, why are there not four terms?	144
18. Must the middle term be of the same grammatical number in each premise?.....	144
19. What are the two aims of the science of logic?.....	145

CHAPTER III

1. What are the errors of reasoning called?.....	147
2. How many terms must a valid syllogism have?.....	147
3. Why will two terms not suffice?.....	147
4. Why cannot there be four terms?.....	147

	Page
5. The two main classes of fallacies arise from attempting what impossibility?.....	147
6. Can false premises give a true conclusion?.....	148
7. Why is the fallacy of two terms called "begging the question"?	148, 149
8. Why can no conclusion be drawn from negative premises?	150
9. What is meant by an ambiguous middle term?....	151, 152
10. Why does an ambiguous middle always give an unsound conclusion?	152
11. What is meant by an undistributed middle term?....	152
12. Why does the conclusion not necessarily follow from the premises in case of an undistributed middle?..	153
13. What is meant by the illicit process of the minor term?	153
14. Why does the illicit process of either the minor or major term result in fallacy?.....	153, 155
15. What is the fallacy of division?.....	155
16. In what line of selling is this fallacy often employed?	155
17. What is the fallacy of composition?.....	156
18. What class of people often commit this fallacy in justification of their course of life?.....	156
19. What is the fallacy of irrelevant conclusion or departure?	157
20. How may the fallacy occur in the salesman's talk?..	157
21. What is the fallacy of false premises?.....	157
22. What is meant by saying that the major premise must be true?	158
23. What is the fallacy of false premises known as the inductive fallacy?	159
24. In hypothetical reasoning the major premise consists of what two parts?.....	161
25. What are these parts called?.....	161
26. In the hypothetical syllogism what is the office of the minor premise and of the conclusion?.....	162
27. What four cases may arise?.....	162
28. Which of these are always valid and which are always fallacious?	162
29. Why are fallacies of hypothesis rarely detected in ordinary conference?	163
30. What are the four general kinds of fallacies?....	164, 165
31. What are the thirteen specific kinds of fallacies?..	164, 165

CHAPTER IV

	Page
1. If the customer believes the premises of the argument what must follow?.....	166
2. How should the customer be led to the conclusion?...	167
3. Of what kind of propositions should the premises consist?	167
4. The major premise, whether expressed or implied, should be derived from what source?.....	168
5. To what does the minor premise properly relate in selling?	168, 171
6. Why should the major premise not be bluntly stated at the outset?.....	169
7. Besides general beliefs what other beliefs has every man?	169
8. Is it proper to take advantage of and manipulate a man's private beliefs?.....	169, 170
9. Why must the customer believe in the minor premise of the salesman's argument?.....	171
10. What kind of propositions concerning the goods should first be made?.....	171
11. In what two ways can the choice of propositions concerning the goods be determined?.....	171, 172
12. What kind of statements come under the first case?..	171
13. What kind of statements come under the second case? ..	172
14. Is it enough that the salesman's statements are perfectly true and his arguments valid?.....	172
15. What will help the customer to believe the facts stated and to form the conclusion desired?.....	172
16. What caution should be observed in arguing from examples of persons previously sold?.....	172
17. How has argumentation been defined?.....	173
18. Is the syllogistic form to be used in arguing?.....	174
19. What is the office of the syllogism?.....	175
20. Upon what does the order of the arguments depend? ..	176
21. What is meant by a logical order?.....	177
22. How does the logical order arise in presentation and description?	178
23. Why is the logical order often violated?.....	178
24. How can one learn to avoid this error of violating the logical order?	179
25. Though perfectly logical to state price and terms first, why is this order of presentation generally a bad one?	179

	Page
26. What circumstances determine the psychological order of presentation?	180
27. What seven precautions are given concerning the order of presentation?.....	180, 182
28. What generally happens to a salesman who only talks "by the book"?.....	182
29. What is the highest form of art?.....	182
30. How does this truth apply to argument?.....	182

CHAPTER V

1. What are the two provinces for argumentation and persuasion in appealing to desires?.....	184
2. Desires may be divided into what two general classes?	184
3. What desires belong to the first class?.....	184
4. What desires belong to the second class?.....	184
5. How do skillful agents and canvassers appeal to the mediate desires?	185
6. What is the essence of salesmanship?.....	185
7. What is the supreme task?.....	185
8. Are a man's feelings and mediate desires legitimate capital to work on?.....	186

TEXTBOOK E

CHAPTER I

	Page
1. What must precede the synthesis of a selling talk?...	7
2. To what extent is it advisable to carry the analysis of prospective customers in the sale of a specialty?...10,	12
3. What chiefly characterizes the introduction?.....	13
4. What is the form of discourse used in the introduction?	13
5. What is the purpose of the first selling talk?.....	14
6. What is the object of the question, "Isn't that reasonable?" in this first talk?.....	15
7. What is the minor point upon which a decision is here sought?	16
8. What points are suggested for "closers" of the second selling talk?	22
9. Why should the device itself be exhibited if possible?	24
10. What suggestions are offered for joining the third talk to the second?.....	24
11. How are the objections called out in the third selling talk met and answered?.....26,	30
12. How may possible objections to the man and his proposition be forestalled?.....	32

CHAPTER II

1. With a number of forms of attention getting introductions in mind which one will the salesman elect to use?	37
2. What closes the first selling talk here?.....	38
3. How does the salesman swing into the second talk?	38
4. How is the objection of full stock met and answered?	39
5. What is the first duty of the retail salesman?.....	40
6. What is his second duty?.....	41
7. How shall he proceed to perform this second duty?..	41
8. What are some methods used by retail salesmen for closing the deal?.....	43

CHAPTER III

	Page
1. In selling personal services what analysis should previously be made?.....	50, 51
2. What should the first talk describe?.....	54
3. How are terminal facilities provided in a sale of services?	56
4. What closes the second talk?.....	57
5. What is a polite way of dismissing the applicant for a position?	58
6. Is the salesman applying for a position a suppliant, or a man with something to sell?.....	58
7. Of what might a third selling talk for a sale of services consist and what would serve for a closer?....	59
8. Have you examined the sample analyses in Part II?	62, 172

INDEX

References are to the Lessons and Text Books. Roman numerals refer to the Lessons, Letters refer to the Text Books; and the pages are indicated by Arabic figures. For example, A-14 is Textbook A, page 14; and V-15 is Lesson Five, page 15.

	Page		Page
A		Adjective	
Abdominal muscles, exercises		—defective forms	D-42
for	VI-94, 98	—defined	D-40
Ability Development	IV	—phrases and clauses	D-42
Ability		Adverbs	D-47
—begets discrimination	III-25	—adverbs or adjectives	D-49
—beginning of Area	III-22	—classified	D-48
—defined	V-15	—double negatives	D-49
—embraces three faculties	IV-114	—how formed	D-48
—first essential for develop-		Advertisement, the	C
ing	IV-153	—attention getting	C-28
—second essential for devel-		—character, indicated by	C-26
oping	IV-156	—commodity	C-9
—third essential for devel-		—defined	C-5
oping	IV-158	—form of	C-17
—results from	III-85	—purpose of	C-10
—test of	IV-11	—cause acceptance	C-12
—varies with capacity to		—create new desires	C-13
form sound judg-		—effect sales	C-15
ments	IV-88	—give information	C-11
—varies with capacity to		—give instruction	C-14
sensate	IV-37	—sound judgments concern-	
—varies with power to per-		ing	C-23
ceive laws	IV-98	—substance of	C-19
Aboulia, disease of the will	VII-38	—suggesting action	C-34
Absorb the thought	A-14	—unsound judgments con-	
Accuracy		cerning	C-24
—fundamental of efficiency	III-25	—value of	C-62
—element in quality	III-26	Advertising	C-38
Acid type	IX-40	—agency	C-39
Acquiring and securing, law		—as a vocation	C-69
of	II-22	—beginnings of the art	C-38
Action		—copy writers	C-42
—a high degree of	III-25	—dealer's circulars	C-59
—defined	II-17	—employees	C-50
—necessity of	VII-32	—follow up literature	C-60
—results from	III-85	—good school	C-73
—sixth stage in volition	VII-23	—honesty in	C-40
Adept	I-15	—learning to write copy	C-73

	Page		Page
—local advertising	C-52	—Stradivarius Violin	E-113
—manager, the	C-51	—Suit of Clothes	E-121
—medium, importance of	C-48	—Underwood Typewriter	E-93
—Mr. Gillam's story	C-74	—Victor Ring Traveler	E-119
—money spent in	C-65	—Welsbach Mantle	E-124
—new professions	C-42	Analysis	X
—other media	C-56	—constructing the	X-114
—solicitors	C-44	—defined	X-15
—space buyers	C-46	—four subjects	X25, 29
—use of local media	C-54	—general comments	X-137
—value of to		—in salesmanship	X-17
—the advertiser	C-62	—in view of competition	X-87
—the agency	C-66	—know your business	X-12
—the public	C-67	—laws of	X-10
—the solicitor	C-66	—limits of	X-111
—the space seller	C-66	—logical arrangement	X-109
Aesthetic feelings, add to hap- piness	V-71	—method of	X-28
Alkali type	IX-42	—of article itself	X-97
Almost sales	XII-4, 21	—of a Book of Matches	X-121
Analogy, reasoning by	B-73	—of a Catalog Contract	X-121
Analyses, samples of	E-62	—of a Lot	X-119
—A Memorial Window	E-78	—of a "Safe Home" Match	X-121
—Artificial Tooth or Crown	E-134	—of a Sale, condensed	II-17, 18
—Bridgeport Standard Paint to Dealer	E-66	—of a Sale of Coffee (whole sale)	X-125
—Burpee's Stringless Green Pod Bean	E-131	—of a Timber Bond	X-127
—Canned Asparagus	E-104	—of the Business as a Whole, chart for	X-52-54
—"Carolina" Terminal Co., First Mtg., 5%-25 Year Sinking-fund Gold Bonds	E-133	—of the Field of Operation	X-133
—Coal, Mined by Smith & Co.	E-64	—of the Goods to be Sold	X-70
—Diesel Engine	E-160	—of the Goods to be Sold, chart for	X-82-85
—"Fitwell" Shoe	E-138	—of the Individual in Busi- ness	X-57
—Graphophone	E-109	—of the Individual in Busi- ness, chart for	X-66-69
—Housewiring Contract	E-108	—questions concerning hard- ware specialties	X-115
—"Humidor" Linens	E-136	—samples of	X-115
—Insurance Policy	E-70	—scope of	X-86
—"Judge's Cave" Cigar	E-63	—system of	X-111, 112
—Kremenz Collar Button	E-65	—two classes of knowledge	X-9
—Laclede Brushes	E-106	—why important	X-7
—Leather Novelty	E-75	Analyst	
—L. E. B. Shock Absorber	E-7	—application of art of syn- thesis	X-148
—Loaf of Ward's Tip-Top Bread	E-122	—capacity to perceive rela- tionships	X-140
—My Services	E-91	—constructive faculty of im- agination	X-141
—Oak Parquet Flooring	E-139	—degree of patience	X-142
—Packard Pianos	E-87	—efficient, the	X-138
—Prospective Customers	E-10	—necessary attributes of	X-138
—Psychology, with special reference	E-144	—power of concentration	X-139
—Service as a Patent Attor- ney	E-82	—power of good direction	X-144
		—power of logic	X-143

- spirit of service.....X-138
 Analytic readingA-50
 —value ofA-53
 Analyzing John Doe.....IX-114
 Analyzing Mr. Blank.....IX-110
 Angell, Dr.VII-61, 63
 Antithesis.....D-112
 AphasiasIV-48
 Appetite, artificialV-35
 —when appetite rules.....VI-57
 AppointmentsVIII-64
 Appreciation, definedII-14
 A posteriori reasoning.....B-76
 ApostropheD-112
 A priori reasoning.....B-76
 Area ScienceIII
 —derivation of the word
 AreaIII-23
 —development, value of...III-24
 —law ofIII-84
 —meaning of the word
 AREAIII-23
 —origin of the AREA sci-
 enceIII-22
 —pertains to party of the
 first partIII-5
 —philosophy of, opposed to
 materialismVII-55
 Argument
 —in third selling talk....XII-14
 —involves reasoningD-136
 —nature ofD-135
 —out of place generally in
 salesmanshipXII-13
 —purpose ofD-137
 —requires previous analysis.D-133
 —sometimes necessaryXII-14
 —suggestive usedXII-13
 —weapon for emergency...D-134
 Argumentation, logic of....D-140
 —choice of beliefs.....D-166
 —definedD-173
 —examples ofD-142-143
 —fallaciesD-146-165
 —major premiseD-168
 —minor premiseD-171
 —order of arrangement...D-175
 —popular fallaciesD-186
 —premisesD-167
 —summing upD-173
 —syllogismD-143
 AristotleIII-51, IX-23
 Art
 —attained through practice..I-35
 —definedI-26
 —of constructive salesman-
 ship, definedI-35
 Article itselfX-97
 —history ofX-101
 —make up ofX-98
 —nature and use.....X-97
 —suggestivenessX-106
 —value ofX-103
 —with respect to the cus-
 tomerX-105
 Articles, two in speech.....D-20
 Arts, classes of.....I-27
 AssociationXI-41
 —as an aid to memory...B-144
 —exclusiveness ofB-170
 —exercises underB-176
 —five forms of..B-116, IV-130, 136
 —five strings to the bow
 ofIV-130
 —importance ofIV-127
 —mediate or indirect....B-166
 —of ideas, law of.....
 B-144, 157, IV-127
 Attention
 —application of law of...B-116
 —a thought spiller and a
 thought fillerXI-26
 —concentration is prolonged.B-113
 —definedII-9, XI-22
 —devotedB-116
 —diverted, cure for...B-109, 111
 —dividedB-103
 —expectantB-97
 —experiments inB-104, 142
 —five senses in getting...XI-28
 —get before proceeding...XI-26
 —getting through the senses
 XI-31
 —held by changes.....B-113
 —in the advertisement....C-28
 —intense attention essential
 XI-25
 —law of dividedB-105
 —law of sensation and...B-111
 —perfectB-111
 —power of personality in get-
 tingXI-23
 —principles of in advertising
 C-129
 —right and wrong kinds of.B-106
 —two kinds of.....B-93
 Attributes
 —are either intellectual, emo-
 tive, physical or voli-
 tionalIII-36
 —constructiveIII-46

	Page		Page
—defined	III-36	C	
—destructive	III-47	Camper	IX-23
—units of man power.....	III-36	Canvass, the general.....	VIII-33
Auto-suggestion		Capacity, defined	III-13, 37
—as an aid to memory.....	B-144	Capitals, fourteen rules for....	D-66
B		Carlyle	VII-9
Back, exercises for.....	VI-102	—on habit	VII-91
Bacon, on studies.....	A-59	Caruth, W. H.	V-76
Bagavan Das	II-71	Cause and effect, form of asso-	
Baldwin, J. M.		ciation	B-159
—on habit	VII-94	Caveat emptor	II-55, V-68
—on imagination	VI-137	Cerebral development	IX-117
Basic factors, the four.....	I-40, 41, 43, 45, IV-17	Changes of circumstances.....	VIII-43
Basis of treatment of subject..	A-10	Character, color as an index	
Bath, temperature of.....	VI-71	to	VIII-57
Bathing, two purposes.....	VI-70	Character Reading	IX
Bell, Sir Chas.....	XI-23	—antiquity of subject.....	IX-20
Billboards, bulletins, leads from		—value of study.....	IX-24
.....	VIII-55	Check form for almost sales.....	XII-4
Blonds, origin of.....	IX-55	Chest developer	VI-98
Body		Chins	IX-90
—appreciation of	VI-15	Chittenden, Prof. R. H.....	VI-63
—care of	VI-16	Choice	
—nourishment and use of.....	III-53	—customer's freedom of...XII-28	
—of business	II-93	—determines habits	VII-117
—the physical	III-16	—human responsibility due	
Bookkeepers, services of an-		to	VII-116
alyzed	II-72, 76	—man can do or not do as	
Brain		he chooses	VII-116
—and personality	VII-99	—power of	VII-115
—areas, how developed.....	IV-42	Choleric, defined	V-46
—areas, location of.....	IX-120	Cicero, on habit.....	VII-93
—building	B-117	Clark, James Freeman.....	VI-23
—gray matter of.....	IV-38	Clauses	
—how judged	IX-118	—defined	D-60
—link between matter and		—classified	D-61
mind	IV-38	Cleansing	VI-70
—of a carp	VII-105	Cleanthes	IX-22
—of a frog	VII-106	Clearness in style.....	D-98
—of a lamprey	VII-104	Climax	D-113
—of a pigeon	VII-107	Color	
Breathing		—cause of	IX-49
—backward	VI-30	—comparative qualities of.....	IX-56
—bad habits of.....	VI-28	—Dr. Blackford's Scale of.....	IX-57
—exercises	VI-38	—indicative of character.....	IX-57
—law of	VI-26	—law of	IX-49
—not enough	VI-32	—man's coloring	IX-53
—through the mouth.....	VI-38	—of primitive man.....	IX-54
Broca's convolution	IV-48-49	—opacity, law of.....	IX-53
Brougham, Lord, on habit.....	VII-92	—origin of blonds.....	IX-55
Burbank, Luther	V-50, VII-67	—practical uses of.....	IX-50
Business, defined	I-6	—radiation, law of.....	IX-52
Business Building or Construc-		—sexual selection	IX-53
tive Salesmanship, de-		Combination head types.....	IX-131
fined	I-6	Commerce, a tide.....	I-56

	Page		Page
—divisions of the vocation of	VIII-25	Conjunctions, classified	D-51
Commercial clubs	VIII-51	Consciousness	
Commission, errors of	III-72, 73	—synthesis of mental elements	IV-32
Communicating with patrons, methods of	VIII-28	—capacity of	IV-110
—advertising	C-37, VIII-28	—first appears	VII-103
—following up prospects	VIII-29	—first factor in thinking	IV-18
—general canvass	VIII-29, 33	Consonants	D-71
—selection and solicitation	VIII-29, 35	—how produced	D-72
Communications with the School	A-19	Constructive	
Comparison, basis of reasoning	B-78	—attributes	III-46
Compel and Impel	II-22	—defined	II-45
Compensation	X-91	—salesman	II-19
Competition		—symbol	III-89
—how treated	X-88	Constructive Salesmanship	
—price not the only consideration	X-89	—art of	I-6
Complex feelings	V-73	—science of	I-35
Concentration		—the door to the temple of success	I-62
—defined	IV-121	Constructive sensibilities	III-14
—for study	A-13	—determine mode of life	III-16
—law of	IV-123	—source of reliability	V-16
Concepts		Contents	
—class names	IV-73	—a form of association	B-160
—concrete before the abstract	IV-72	—mental, development of	B-6
—coupling of concepts	B-33, 217	Contiguity	
—degrees of	B-29	—a form of association	B-164, 165
—derivation of the word	B-28, IV-71	Continuity	A-14
—explained	B-27, IV-71	Contrast	
—expressed through power of speech	IV-76	—a form of association	B-163
—kinds of concepts	B-30, IV-74	Cook, Jay	VI-23
—number of concepts	IV-75	Corporations	I-12
—practical use of	B-31-33	Correspondence	
—three steps in forming	B-28, IV-71	—a form of association	B-163, 164
—third step in thinking	IV-76	—instruction, value of	A-24
—thought power depends upon	IV-75	—privileges of	A-17
—use of dictionary for obtaining	B-240	Courage	V-78
Condition		—faith in activity	V-78
—defined	II-62	—fed by thought	V-79
Confidence		—of conviction	VIII-98
—background of the law of acquiring	II-23	Customer	
—basis of trade	II-11	—analysis of, with respect to his purchase	X-106
—defined	II-10	—drawing out the	XII-43
—necessary to permanency	II-11	—keeping on the track	XI-63
—psychological foundation of successful business	II-97	—responsibility to	X-92
		—second basic factor	I-43
		—should be led	XII-58
		—urging the will of	XII-59
		D	
		Dalla Porta, Giovanni	IX-22
		Darwin, Chas.	VII-93, IX-23
		Decision	
		—defined	II-16

	Page		Page
—discussed	VII-21	—exposition	D-123
Deductive Reasoning	B-76	—narration	D-121
Delivery		—persuasion	D-125
—articulation and enunciation	D-117	Discipline	IV-159
—breathing	D-117	—defined	VII-79
—effective, principles of	D-116	—principle of	VII-102
—facial expression in	D-119	—word “inhibition” illustrates	VII-102
—gesture in	D-119	Discrimination	
—tone quality	D-118	—increases Quality and Quantity	III-26
—voice	D-116	Disease, defined	V-15
Demands of trade	VIII-40	Disuse, an enemy of recall	B-138
Departments of a business interdependent	X-35	Divided attention, an enemy of recall	B-142
Description, form of discourse	D-122	Dolbear, E. H., Prof.	VII-54-57
Desire	V-15	Doubt	
—an impelling force	VII-20	—cured by faith	V-29
—and action, kinship between	XII-29	—destructive feeling	V-29
—capturing the fortress of	XII-34	—give customer benefit of	XII-51
—defined	II-15	—salesman's echoed by customer	XI-67
—for nourishment untrolled	V-35	Drinking	
—to acquire, universal	II-38	—how much to drink	VI-46
—to persist	V-32, 37	—law of correct	VI-43
Desires, two classes of	D-184	—what not to drink	VI-47
Destructive		—what to drink	VI-44
—attributes, symbol of	III-89	—when to drink	VI-45
—defined	III-46	Duality or opposites, law of	III-76
Destructive sensibilities	V-16	Dumb-bells, the five	B-157, 159
—cause of unreliability	V-16	—examples of use	B-171-175
—disease of unreliability	V-16	—exercises for	B-176
Developing mind and body	A-43	—how to use	B-169
Development		E	
—defined	III-51	“Each in his own tongue”	V-76
—law of	III-62	Earn, defined	II-40
—man must help nature	III-52	Eating	
—nourishment and use of the body	III-53	—basic factors of Nature pertaining to	VI-57
—nourishment and use of the soul	III-55	—Chittenden's, Dr., report on Fletcher	VI-63
—pathway to	III-60	—Fletcher, Horace, on eating	VI-59
—trail or the broad highway	III-60	—how to chew one's food	VI-64
Diction	D-93	—law of right	VI-53
—precision	D-95	—Van Someren, Dr., on eating	VI-60
—purity of	D-93	Economic death	II-95
Diplomas	A-27	Education	
Direction		—a result	A-34-43
—advantageously used	III-68	—defined	III-61
—need of	III-67	—means what	A-41
Directories		—nature and scope of	A-36
—leads from	VIII-61	—problem of brain area development	IV-54
Discourse, forms of	D-120		
—description	D-122		

- | | Page | | Page |
|----------------------------------|-----------------|------------------------------------|--------------------------|
| Educating | A-43 | —and earthquakes compared. | II-98, 101 |
| —defined | III-61 | —both kinds legion in num- | III-73 |
| —misconception as to | III-83 | ber | III-75 |
| Eduction | III-83 | —can be reduced | III-74 |
| —cause of | III-82 | —cause of | III-71 |
| —law of | A-13 | —defined | III-71 |
| Effective study, hints for | III-88 | —law of | III-89 |
| Efficiency formula | III-66 | —symbol of | III-72 |
| —first tributary law, supervi- | III-71 | —two general classes | III-74 |
| sion | III-71 | —violation of natural law, | IV-22 |
| —second tributary law, errors | III-74 | cause of | III-26 |
| | III-74 | Ether, defined | III-54 |
| —third tributary law, cause | III-76 | Ethical conduct | II-71 |
| of errors | III-82 | Ethics | A-27 |
| —fourth tributary law, devel- | III-84 | Examination paper | X-32 |
| opment of construc- | III-86 | Executive department | Exercise |
| tives | III-88 | —defined | VI-81 |
| —fifth tributary law, educ- | III-88 | —daily work | VI-82 |
| tion | III-84 | —five results of | VI-86 |
| —sixth tributary law, area | III-86 | —in the open air | VI-92 |
| —seventh tributary law, suc- | III-88 | —just enough | VI-90 |
| cess | III-66-68 | —law of | V-97, VI-81 |
| —symbols of, explained | III-90 | —recreation | VI-83 |
| Efficiency value of individual | III-88 | —rules for correct | VI-88 |
| | III-88 | —special exercises | VI-85 |
| —how to increase it | III-88 | —useful exercises | VI-93-104 |
| —symbol of | III-88 | —without apparatus | VI-88 |
| Efficient man | III-25, 26 | Exhaustion, an enemy of re- | B-141 |
| —work of reflects discrimina- | IX-57 | call | V-99 |
| tion, ethical conduct, | IX-38 | Expectant repetition, law of | A-40 |
| accuracy and speed | D-106 | Experience through use | Exposition |
| | A-21 | —deals with class concepts | D-123 |
| Electric and magnetic elements, | VI | —defined | D-123, XII-7 |
| scale of | VI | —used in secondary selling | XII-9 |
| Electric type | VI-7 | talk | Expression (in language) |
| Elegance of Style | V-15, VI-6, 115 | —effective | D-83 |
| Employment bureau | VI-91 | —five important factors of | D-83 |
| Endurance Development | III-7 | —form of language | D-85 |
| Endurance | D-104 | —need of study of | D-91 |
| —basic element in service | III-6 | —simplicity in | D-86 |
| rendering power | D-117 | —thought and expression | D-80 |
| | V-55 | Expression (temperament) | IX-145 |
| —defined | V-54 | —clothes | IX-171 |
| —test of | D-113 | —coarse quality | IX-147 |
| Energy | D-53 | —fine quality | IX-146 |
| —in style | D-54 | —hand | IX-175 |
| —of two kinds | D-54 | —hand shakes | IX-164 |
| Enunciation | D-53 | —medium quality | IX-148 |
| Environment | D-54 | —value of discrimination in | IX-149 |
| —consists of | D-54 | quality | IX-170 |
| —influences of | D-54 | —voice | IX-170 |
| Epigram | D-54 | | |
| Epithet | D-54 | | |
| —defined | D-54 | | |
| —examples of | D-54 | | |
| Errors | D-54 | | |

	Page		Page
—walk	IX-167	Fielding, on habit.....	VII-91
Eye	IV-25-27	Figures of Speech.....	D-108-115
Eyes	IX-81	—classified	D-108
Eyesight, value of trained.....	B-56	—five rules for use of.....	D-115
	F	—used in second selling talk	XII-9
Face		Finance department	X-33
—endurance portion	IX-154	Finding the customer.....	VIII
—energy portion	IX-152	Finding	
—vitality portion	IX-153	—patron for one's services.....	VIII-85
Facial angles	IX-73	—probable patrons	VIII-33
Facial expression in discourse.....	D-119	First Selling Talk.....	XI-38
Facts, underlying the Science.....	I-8	Fiske, John	VIII-55
Faculty, defined	III-38, 39	Five senses in attention getting	XI-58
Failure, cause of.....	I-13	Fletcher, Horace, on how to eat	VI-51
Faith	V-77	Food, quality of.....	V-54
—born of knowledge.....	V-78	Force, lines of.....	IX-71
—leads to courage.....	V-78	Foreheads	IX-93
Fallacies		Forgetting	
—defined	D-146	—a reason for	B-187
—examples of	D-146-186	—how to forget.....	B-189
False standards of trade.....	II-53	—relative forgetfulness	B-187
Fancy and fact.....	B-225	—the need of.....	B-188
Favorable attention.....	II-9, XI-23	Form, the law of.....	IX-60
Feelings		—acid type	IX-62
—aesthetic	V-71	—alkali type	IX-64
—arising from constructive		—the chin	IX-90
and destructive mental	V-54	—the eye	IX-81
—arising from intellectual		—the forehead	IX-93
processes	V-52	—the lips	IX-87
—arising from refinement.....	V-68	—the nose	IX-76
—arising from temperament.....	V-42	Form letters	VIII-58
—arising from volition.....	V-64	Posbroke, G. E.	IX-34
—classified	V-22, 32	Four basic factors.....	I-40, 41, IV-17
—congenital and acquired.....	V-32	Four divisions of the selling	
—constructive and destructive	V-28, 29	talk	XI-4-5
—defined	V-22	—functions of	XI-18
—development of intuition.....	V-70	Four kinds of Man Power.....	III-11
—influence action	V-54	Four grades of people.....	I-13
—states of consciousness.....	V-23	Four primary laws.....	I-44
—the complex	V-73	Four stages of intelligence.....	II-50
—courage	V-78		
—faith	V-77		
—honesty	V-81		
—justice	V-81		
—loyalty	V-84		
—love	V-83		
—responsibility	V-75		
—spirit of Service.....	V-74		
—temperance	V-79		
—truth	V-80		
—the constructive			
—how developed	V-92		
Field, Marshall	IV-92		
—policy of	VIII-16		

G

General canvass	VIII-33
Gesture	D-119
Getting the position.....	VIII-35
Gettysburg Speech	D-104
Gladstone	VI-23
Good cheer, value of.....	VI-22
Gormandizing	V-36
Grades of people.....	I-13
Grammar	D-5, 88
—defined	D-5

- | | | | |
|-------------------------------------------------|-----------|--------------------------------------------|------------------------------|
| | Page | | Page |
| Grocers, services of analyzed.. | II-76-81 | Hyperbole | D-111 |
| | | Hyperboulia, disease of will. | VII-35 |
| | | Hypnotism | XI-16 |
| | | —dethrones volitional power | XI-17 |
| | | —no place in business..... | XI-16 |
| H | | | |
| Habit | | | |
| —and the nervous system.. | VII-98 | | |
| —defined | I-15 | | |
| —derivation of the word.. | VII-90 | | |
| —emanant volition | VII-12 | | |
| —fashioner of the nervous system | VII-99 | | |
| —repetition essential for forming | VII-90 | | |
| —seven steps in formation of | XII-26 | | |
| —source of | VII-99 | | |
| —what has been said about.. | VII-91-96 | | |
| Haeckel | VII-57 | | |
| Hashish, effects on mind..... | IV-44 | | |
| Hazlitt, on habit..... | VII-92 | | |
| Head | IX-117 | | |
| —brain areas | IX-120 | | |
| —brain, how judged..... | IX-118 | | |
| —broad | IX-127 | | |
| —combination head types | IX-131 | | |
| —emotive areas | IX-141 | | |
| —high | IX-123 | | |
| —long | IX-125 | | |
| —low | IX-124 | | |
| —mental areas | IX-137 | | |
| —narrow | IX-127 | | |
| —perceptives | IX-138 | | |
| —reflectives | IX-140 | | |
| —round | IX-130 | | |
| —shape of and disposition | IX-119 | | |
| —short | IX-127 | | |
| —square | IX-129 | | |
| —volitional areas | IX-142 | | |
| Health | | | |
| —constructive physical power depends upon | VI-7 | | |
| —defined | VI-7, 115 | | |
| —obedience to natural law prolongs life | VI-8 | | |
| —seven results of poor..... | VI-9 | | |
| Hearing not in the ear..... | IV-43 | | |
| Heredity, law of..... | V-50 | | |
| Hill, Jas. J. | IV-92 | | |
| Hinkelwood, Prof., cases reported | IV-49, 50 | | |
| Honesty | V-81 | | |
| —a primary quality..... | III-41 | | |
| Horticulture changes plant life..... | V-51 | | |
| How man expresses himself..... | VI-15 | | |
| Hurley, Edw. N..... | I-12 | | |
| | | I | |
| | | Ideas | |
| | | —defined | IV-81 |
| | | —expression of | B-45 |
| | | —first branch of tree of thought | IV-84 |
| | | —how made | B-44 |
| | | —illustrations of | IV-83 |
| | | —simplest form of thought..... | IV-82 |
| | | —thoughts of the first degree | IV-83 |
| | | —two kinds | B-45 |
| | | Idiom, defined | D-55 |
| | | Illusions | B-40, 207 |
| | | Images | |
| | | —compound | B-20 |
| | | —consciousness of relations | B-21 |
| | | —defined | IV-60, B-19 |
| | | —derivation of word..... | IV-60 |
| | | —five kinds of..... | IV-62 |
| | | —mental sight necessary to perceive | IV-64 |
| | | —mental things | B-32 |
| | | —reimagining | B-21 |
| | | —richness of | B-23 |
| | | —second stage of thought making | IV-64 |
| | | Imagination | |
| | | —and immortality | B-247 |
| | | —association the fundamental process | B-218 |
| | | —built the dynamo | B-220 |
| | | —constructive | IV-143, 145, B-201, 203, 213 |
| | | —control of | IV-147, B-236 |
| | | —defined | IV-137, B-193 |
| | | —differences in power of..... | B-205 |
| | | —educated excel in power of | B-237 |
| | | —employed in finding the patron | VIII-72 |
| | | —fancy and fact..... | B-235 |
| | | —few develop | VIII-76 |
| | | —glorifies life | B-245 |
| | | —highest intellectual faculty | B-238 |
| | | —how rated | B-137 |
| | | —ignorant negative | IV-148 |

	Page		Page
L		—of good cheer.....	VI-23
Ladd, Prof.	VII-64	—of imagination	V-95
Lamartine	VII-95	—of individual's success.....	I-61
Lanesburg, Lord	VI-24	—of intuitional power.....	V-70
Language	A-15	—of judicious liberality.....	VIII-89
—descriptive	D-123	—of mental agreement and the introduction	XI-22
—diction	D-93	—of mental agreement and the first selling talk.....	XI-48
—English	D-6	—of mental agreement and the second selling talk	XII-6
—expository form of.....	XII-7, D-123	—of mental agreement and the third selling talk.....	XII-24
—factors influencing choice of	D-87	—of mentation	VI-21
—figurative	D-108	—of moral growth	V-60
—form of in effective thought expression	D-85	—of motive of salesman.....	VIII-13
—grammatical	D-88	—of persuasive power	X-19
—medium and thought com- munication	D-82	—of power to serve and abil- ity	IV-6
—narrative	D-121	—of power to serve and endurance	VI-6
—persuasive	D-125	—of power to serve and knowledge of business	X-7, 13
—style	D-96	—of power to serve and re- liability	V-6, VI-4
Law		—of power to serve and vol- ition	VII-5
—formulating a	IV-100	—of proportion	IX-98
—of ability to form sound judgments	IV-88	—of record made by vibra- tions	IV-123
—of ability to perceive laws	IV-98	—of reliability and courage.....	V-86
—of ability to sensate.....	IV-37	—of reliability and decision and action	V-66
—of action, acquiring and se- curing, or sale.....	II-22	—of reliability and faith ...	V-86
—of an institution's success.....	I-61	—of reliability and intellect- ual contents	V-53, 54
—of AREA	III-84	—of reliability and justice ...	V-87
—of association.....	IV-127, B-151	—of reliability and love	V-88
—of breathing	VI-6, 29	—of reliability and responsi- bility	V-85
—of cleansing	VI-70	—of reliability and spirit of Service	V-85
—of color	IX-49	—of reliability and temper- ance	V-87
—of constructive and de- structive attributes	III-76	—of reliability and truthful- ness	V-87
—of constructive imagination	B-214	—of repetition	B-180
—of courage of convictions.....	VIII-99	—of rest	VI-106
—of divided attention.....	B-112	—of self-control	VII-85
—of drinking	VI-43	—of self-discipline in execu- tion of plans.....	VIII-104
—of eating	VI-53	—of sensation and attention.....	B-111
—of efficiency value.....	III-66		
—of education	III-82		
—of endurance	VI-20		
—of errors, cause of.....	III-74		
—of exercise of a feeling.....	I-97		
—of exercise of the body.....	VI-81		
—of exercise of the imagina- tive faculty	VIII-32		
—of expectant repetition.....	V-100		
—of form	IX-50		
—of germane knowledge.....	VIII-92, 96		

	Page		Page
—of Service	II-101; IV-106, 145; IX-4; X-3	—the efficient	III-55
—of soundness of judgments	VIII-22	Man Building, Science of	III-6
—of success	III-86	Man Power	III-9
—of supervision	III-71	—four kinds of	III-9
—of thought	V-92	—problem of	III-24
—Primary No. 1	III-5-45, 62; VII-4; X-4	—raw material of four kinds	III-11
—Primary No. 2	VIII-6, 11, 116; IX-76; X-5	—sources of	III-12
—Primary No. 3	X-7	—units of	III-36
—Primary No. 4	XI-10	Man's	
—what a law is	IV-98	—four possessions	III-17
Laws		—indifference to	III-17
—eight of reliability development	V-85-86	—powers, development of	III-20
—four primary	I-44	—problem of problems	III-12
—natural, how discovered	B-83, 87	Market conditions	VIII-41
—Nature's, of successful human conduct	I-43	Massage	VI-93
—of analysis	X-10	Master of Synthesis	XI-12
—power through knowledge of	B-89	Masters	I-3
—tributary are rules of conduct	I-45	Mastership	
—two of temperament	IX-66	—defined	I-15
Lavater	VII-95	—in efficiency	V-43
Leads and prospects	VIII-49	—test of	XI-11
—lead, defined	VIII-49	—the road to	I-15, XI-11
—prospect, defined	VIII-49	Materialistic philosophy	VII-53
—sources of	VIII-51	Matter, a law of	V-50
Learning	II-53	Meeting of the minds	XI-10
Learned professions	VII-80	—eight concepts for	XI-10
Leg exercise	VI-96	—primary law No. 4	XI-10
Lesson papers	A-25	Memory	
Liberality, judicious	VIII-89	—and imagination	B-194
Lincoln	V-82	—association	B-144
Lips, the	IX-86	—auto-suggestion	B-144
Locke on habit	VII-95	—defined	B-122
Lodge, Sir Oliver	VII-52, 56	—example of good	B-122
Logic	D-pt. III	—exercise for	B-192
Love	V-83	—five aids	IV-130
Loyalty	V-69, 84	—five enemies of	B-135
Lungs, exercise for	VI-103	—friends of	B-148
Lymphatic temperament	IV-33	—how Grant remembered names	B-154
M		—illustrations of forgetting	B-116
Magnet, buyer and seller constitute	XII-55	—organic memories	B-151
Magnetic type, marks and characteristics	IX-39	—pleasure in	B-192
Mail Order House	VIII-26	—recall	B-132, 148
Man		—recalling and recognizing	IV-131
—a social being	V-56	—receiving and recording sensations	IV-121
—coloring of	IX-53	—recognition	B-191
		—retaining sensations	IV-124
		—retention	B-131
		—restoring sensations	IV-132
		—some remarkable memories	B-123
		—store house of the intellect	IV-115

- | | | | |
|---------------------------------|--------------|-----------------------------------|--------------------|
| | Page | | Page |
| —testing and training..... | B-134 | —disease, unreliability is.... | V-15 |
| —thorough understanding an | | —obligations | A-28 |
| aid to | B-145 | Motive | |
| —training and observation | | —defined | VII-21 |
| for | B-153 | —life principle of volition..... | VII-21 |
| —undying | B-129 | —mixture of reason and feel- | |
| —value of a good..... | IV-118 | ing | VII-21 |
| —versus reason | B-185 | of the salesman..... | VIII-13 |
| —vital part of ability..... | B-121 | | |
| —vital part of knowing.... | B-121 | N | |
| —voluntary and involuntary | | Names | |
| | B-133 | —how to fix..... | B-177 |
| Mental attitude | A-113 | —how to recall..... | B-177 |
| Mental contents | IV-107 | —memory of, great asset.... | B-124 |
| —builders of | B-7 | Narration | D-121 |
| —constructive and destruc- | | Nature's | |
| tive | V-54 | —laws | I-43 |
| —development of | B-6 | —products constructive | V-55 |
| —seven avenues of..... | B-16 | Neck, exercises for..... | VI-100 |
| Mental dumb-bells | B-159 | Nerves | |
| —how to use..... | B-169 | —afferent and efferent..... | IV-40, 41 |
| Mental law of acquirement..... | II-22 | —arranged in pairs..... | |
| —applies in every relation- | | | IV-39, VII-99, 100 |
| ship of life..... | II-29 | —essential to thinking..... | IV-25 |
| —applies to large transactions | | —five sets of..... | IV-26 |
| as well as small..... | II-29 | Nervous system | IV-40, 41 |
| —one of Nature's laws..... | II-29 | Nervous temperament | IX-33 |
| Mental microscope..... | III-31 | New goods | VIII-66 |
| Mental physical type..... | IX-34 | Nonresistance, law of..... | XII-36 |
| Mental temperament | IX-31 | Noses, types of..... | IX-75 |
| Mental type | IX-43 | Nouns | |
| Mental vision, four ranges of.. | II-57 | —collective | D-31 |
| Mentation, law of..... | VI-21 | —defined | D-29 |
| Metaphore | D-109 | Nourishment and use..... | VI-20 |
| Metonymy | D-110 | —as cause of intellectual at- | |
| Mind | | tributes | III-85 |
| —contents of | B-4 | —basic principle of true edu- | |
| —inquiring, what is?..... | IV-105 | cation | III-54, A-36 |
| —instructing the | A-43 | —law of | III-84 |
| —manifests in three ways.. | XI-14 | —symbol for | III-84 |
| Mind and body | | O | |
| —developing | A-43 | Obligations of students..... | A-28 |
| —training | A-44 | Objections | |
| Minor point, decision on..... | | —analysis of | X-110 |
| | XI-51, E-16 | —answers to...X-113, E-26, 29, 30 | |
| Moment, the psychological.... | | —draw out the customers..... | XIII-35 |
| | XII-30, E-42 | Observation | B-37 |
| —how detected | | Occupation or vocation..... | VIII-37 |
| —indications of | XII-32 | Omission, errors of..... | III-72 |
| —inspiring the | XII-32 | One price and money back...X-104 | |
| Money | | Only, use of the word..... | D-49 |
| —a necessity | II-39 | Opacity, law of..... | IX-53 |
| —matters quoted | I-11 | Opposites, law of..... | III-76 |
| —must be earned..... | II-40 | Optimism and pessimism..... | V-47 |
| Moral | | Order taker | II-19 |
| —health, reliability is..... | V-14 | Ovid, on habit..... | VII-9 |

	Page		Page
P		—practical	VII-58
Paraphasia	IV-50	—spiritual	VII-51
Participles	D-45	—the two schools of	VII-51
Patience	A-14	Phrases	D-56-60
Patron		Physical	IX-35
—defined	I-53	Physical, mental type	IX-35
—every one has a	I-55	Physiognomy	IX-23, 151
—how to meet	VIII-28	Physiology, defined	IV-37
Patronage		Plato	IX-23
—defined	I-52-53	Points	
—how to secure	II-23	—how obtained	X-28, XI-41
—not all profitable	II-38	—how polished	D-Part II
—profitable, defined	II-37	—likened to mental arrows	D-79
Peace, the science of	II-71	—logical order	XI-41
People, four grades of	I-13	—synthesis of to be memo-	
Perceive		—rized	XI-54
—defined	IV-15	—thought stuff	X-10
—explained	IV-16	Policies of the house	X-93
Perception		Porter, N.	III-43
—defined	IV-15, 27	Position, getting the	VIII-85
—essential for memory	IV-120	Positions	A-21
—faculty of	IV-27	Power	III-6
—involves classification	B-25	—animate or man power	III-6
—lies between sensation and		—inanimate	III-7
consciousness	IV-32	—of imagination over sen-	
—main function of	B-43	sation	B-195
—mental eye	IV-27	—of personality in attention	
—observation, common name		getting	XI-23
for	B-37	Powers	
—recognition, a kind of	B-36	—acquired	III-44
—seven circles of	IV-109	—connate	III-43
—what constitutes fine	B-39	—defined	III-42
Periodicals	VIII-61	Praise and flattery	XI-35
Person		Precision, a rule of diction	D-95
—school educated	A-45	Premises and conclusion	B-65
—self educated	A-45	Prepositions	D-50
—truly educated	A-45	Present equipment	VIII-38
Personification	D-110	Primary Law No. 1	
Persuasion		—pertains to	I-44
—a form of discourse	D-125	—stated	III-5, IV-5
—applied to securing patron-		—Law No. 2, pertains to	I-44
age	X-22	—stated	VIII-6, IX-26
—defined	D-183	—Law No. 3, pertains to	I-44
—direct	X-22	—stated	X-7, 82
—in commercial world	X-22	—Law No. 4 pertains to	I-44
—indirect	X-19	—stated	XI-10
—in the professions	X-21	Primary Selling Talk	
—kinds of	X-19	—example of	E-14
—law of	X-19	—function of	XI-38
—two provinces for	D-184	—should be salesman's best	XI-40
Philosophy		—to effect the sale	XI-39
—Area	VIII-55	Primitive Man	IX-54
—defined	I-6, VII-49	Principle	
—discussed	II-64, 65	—defined	II-64, IV-104
—materialistic	VII-53	—how discerned	IV-104
—of Business Science	IX-23, 151	—how perceived	IV-104

- Page
—of nourishment and use..V-92
—of ServiceII-101
—perception of, limit of
 thinkingIV-106
—third step in reasoning..IV-106
Principles
 —axioms, theorems, and theo-
 riesB-55
 —how discoveredB-87
 —in the background of laws..B-85
 —power through knowledge
 ofB-89
 —source of laws.....IV-104
 —thoughts of the fourth de-
 greeB-84
Price.
 —about statingIX-66
 —not only consideration..X-89, 93
Printed matterVIII-56
Profit, definedII-37
Profligate expenditures.....VIII-89
Program of studies.....I-47, 48
Progress definedII-37
PronounsD-35
Pronunciation, marks for.....D-70
Proportion
 —law ofIX-98
 —temperamental combination
 IX-109
 —three typesIX-101
Proof reader's marks.....D-73
ProspectsVIII-49
Providing departmentX-33
Public recordsVIII-54
PunctuationD-67
Purity of diction.....D-93
Purpose of this Course..I-3, XI-10
- Q
- Quality
 —definedIII-40
 —element of Service...II-71, 85
 —of textureIX-146
 —Quality and Mode.....II-71-85
Quantities
 —determining attributes of
 man's beingIII-42
 —destructive or constructive.
 V-28, 29
 —primary and secondary..IV-41
Quantity
 —element of Service.....II-71
 —regulated by speed.....III-26
- R
- Ramsey, Sir William.....VIII-32
ReadingA-39
- Page
—analyticA-50
—elementary course of.....A-68
—for cultureA-73
Reason
 —definedIV-91
 —guide to sound judgment..IV-92
Reasoning
 —a posterioriB-76
 —a prioriB-76
 —basis of sound.....B-78
 —bridging a gap.....B-69
 —deductiveB-76
 —detection of similarities and
 differencesB-81
 —exercises in comparison...B-78
 —inductiveB-76
 —inferencesB-67, 71
 —jumping to a conclusion..B-67
 —premises and conclusions..B-65
 —soundB-64
 —syllogismB-63
 —three steps in.....IV-106
 —what it is.....B-63
 —where inference is weak..B-68
 —where to look for weakness
 B-66
RecallB-148
 —five mental dumb-bells...B-159
 —friends ofB-148
 —law of association.....B-157
 —law of repetition.....B-180
 —suggestionB-183
RecognitionB-26, 191
 —exercise forB-192
 —pleasure inB-192
Reconstructive imagination
 B-201-203
Records of the House.....VIII-52
ReflectionB-14
Re-imagingB-14, 21
Relations, consciousness of...B-21
Relativity, principle of.....B-85
Relaxing, rules for.....VI-107
ReliabilityV
 —an element of success...III-87
 —begets ethical conduct...III-25
 —commercial asset.....V-27
 —definedV-11, 15
 —eight laws of development
 ofV-85
 —grows from Spirit of Serv-
 iceV-73
 —healthfulness of the sensi-
 bilitiesV-15
 —moral healthV-14
 —results fromV-16, III-85

	Page		Page
—second element of AREA	III-22	—per se, an art.....	X-18
—varies with nature of decisions and actions...	V-66	Sanguine, meaning of the word	V-44
Remember, defined...	IV-119, B-130	Satisfaction	
Repeating orders	VIII-63	—defined	II-25, 69
Repetition		—derivation of the word.....	II-25
—accompanied by attention..	B-181	—physical bed-rock of the foundation of confidence	II-98
—law of	B-180	Schedule of lessons and textbooks	A-74
—plus association, plus attention—mnemonic trinity	B-183	School educated	A-45
Responsibility	V-75	Science	
Rest		—application of	I-35
—law of	VI-106	—defined	I-6, 20
—two factors of	VI-106	—of ability development.....	IV
Review Questions	A-22	—of action development	VII
Right mental attitude.....	A-13	—of applied logic	VIII & X
Ruts, tendency to	B-147	—of applied psychology.....	XI & XII
		—of area development	III
		—of business analyzed	I-45
		—of business defined	I-6
		—of Business, importance of.....	I-34
		—of Character Reading	IX
		—of Constructive Salesmanship defined	I-35
		—of endurance development.....	VI
		—of Man Building	III, IV, V, VI, & VII
		—of reliability development.....	V
		—ready means to the end.....	I-33
		—relation of, to art.....	A-31
		Science of Business, defined.....	I-6
		—amplified	II-22
		Sciences, evolution of.....	I-22-24
		Screen of consciousness.....	IV-39
		Secure, defined	II-4
		Securing, discussed	II-5-7
		Selection of patrons.....	VIII-35
		Self-control	VII-82
		—lack of	VII-78
		Self-discipline	
		—analyzing one's field.....	VIII-106
		—in finding the customer.....	VIII-104
		—keeping records	VIII-105
		—stalking a smoke stack.....	VIII-112
		—thoroughness	VIII-108
		Self-educated man	A-45
		Selling Talk	
		—four divisions of.....	XI-17
		—functions of the four divisions	XI-18
		—of a specialty, retail.....	E-13
		—of a specialty, wholesale.....	E-32
		—of personal services.....	E-54

	Page		Page
—retail	E-41	—double function of volition	XII-25
—wholesale	E-37	—draw out objections	XII-35
—Primary Selling Talk		—draw out the customer	XII-43
—application of synthesis to	XI-41	—example of	E-24
—a sketch general in its nature	XI-44	—excite customer's imagination	XII-40
—be positive	XI-67	—final assault	XII-38
—closing points	XI-50	—general counsels	XII-60
—committing to memory	XI-54	—give customer benefit of doubt	XII-51
—decision on a minor point	XI-51, E-16	—introduction and three selling talks viewed as one	XII-53
—examples of	E-14, 54	—is for action	XII-25
—harmony and conciseness	XI-46	—kinship between desire and action	XII-29
—function of	XI-38	—law of non-resistance	XII-36
—indirect suggestion	XI-53	—lead the customer	XII-68
—interruptions, how handled	XI-62	—make a magnet	XII-55
—keeping customer on the track	XI-63	—objections must be met	XII-35, E-26
—memorized selling talk	XI-56	—negative state of mind	XII-36
—must be brief	XI-43	—power of a right cause	XII-48
—naturalness	XI-64	—psychological moment	XII-30
—retail talk memorized	XI-59	—saving up points	XII-44
—selection of points	XI-45	—seven steps to convert action into habit	XII-27
—should be salesman's best	XI-40	—six steps essential for action	XII-26
—should effect sale	XI-39	—success won by hard work	XII-47
—stating price	XI-56	—taking up the slack	XII-59
—strong selling points	XI-46	—temperamental types as related to	XII-54
—terminal facilities	XI-47, E-16	—third talk varied	XII-41
—wedge idea	XI-42	—three selling talks viewed as one	XII-53
Secondary Selling Talk	XII-6	—unsound judgments	XII-36
—best way to fill in each detail	XII-16	—use law of non-resistance	XII-52
—desire, defined	XII-6	—valuable services rendered by salesmen	XII-39
—example of	E-17	—will sit on the throne	XII-39
—form of language used	XII-7		
—function of	XI-4, 18	Sensation	
—terminal facilities of	XII-20, E-21	—an effect	IV-31
—thirteen rules for	XII-9-16	—attention getter of thought	VII-19
Third Selling Talk		—beginning of mental life	IV-31
—about chunks	XII-44	—defined	B-12, IV-55
—advantage of salesman's position	XII-41	—element of volition	VII-18
—a few cautions	XII-46	—first stage of thinking	IV-61
—an educational figure	XII-46		
—another educational figure	XII-46		
—answering objections	XII-36-37		
—closing the deal	XII-25		
—customer's freedom of choice	XII-28		

	Page		Page
—foundation of pyramid of thought	IV-56	—thirteen specific rules for	VI-113
—generic cause of volition	VII-24	Smiles, on energy of will	VII-82
—power of imagination over	B-195	Solomon on wisdom	V-70
Sensations	IV-37	Sophistry	
—deal with things, not with relations	B-15	—how to guard against	B-75
—give raw material of mental contents	B-15	—what is	B-74
—importance of health	B-10	Soul	
—two kinds, external and internal	IV-54, VII-18	—defined	III-55
Senses		—food of	III-58
—applied to	XII-14	—has four possessions	III-56
—difference between	B-16	—physical body, the house and instrument of	III-56
—seven avenues of the mind	X-28	—the real man	III-56
—the five	X-28	Sound reasoning	B-64
—training the	B-54	Speech	
Sensibilities		—recorded in Broca's convolution	IV-48
—defined	III-15	—speech area	IV-49
—the constructive	III-14	Spencer, Herbert, on Science of Business	A-54
Sentences		Spenser, the poet	IX-22
—as to clearness	D-102	Spelling, rules for	D-64
—as to energy	D-101	Spine, exercise for	VI-99
—defined	D-62	Student, the	I-13
—loose converted to periodic	D-103	Study	
Service		—different attitudes toward	A-61
—and Business Building	II-92	—value of	A-58
—and reward	II-89	—what to study	A-65
—applies in all of Nature's kingdoms	II-83	Style	
—defined	II-66, 67	—clearness in	D-98
—excellence of	II-98	—elegance and harmony of	D-106
—individual and reward	II-91	—energy or strength in style	D-104
—principles of analyzed	II-71	—unity in	D-96
—principle of examined by mental microscope	III-31	Success	
—principle of stated	II-101	—defined	I-6
—Quality, Quantity and Mode	II-71	—increased by increasing A+R+E+A	III-91
—satisfaction an essential of	II-68	—law of	III-86
Sexual selection	IX-53	—of a memorized selling talk	XI-56
Sight, in gray matter of brain	IV-43	—of an institution	I-61
Sigourney, Mrs., on habit	VII-92	—of retail salesman who memorized	XI-59
Simile	D-109	—of the individual	I-59
Slack, taking up the	XII-58	Suggestion arouses thought	V-54
Sleep	VI-110	Supervision	
—four rules for cultivating	VI-112	—need of	III-67
		—symbol for	III-88
		Symbols for efficiency formula	III-88
		Sympathy as reconstructive imagination	B-206
		Synopsis of the Course	A-7

	Page		Page
Synthesis		Thomson, Dr. W. Hanna.....	
—become a master of.....	XI-12	...IV-38-40, VII-56, 99-101	
—compared with analysis..	XI-12	Thought	
—defined	XI-12	—and expression	D-80
—direct application of.....	XI-41	—expressed in four ways...V-56	
—in the making of sales...XI-13		—influences feeling	V-54
—in persuasion of the mind..XI-13		—law of	V-80
—in producing mental agree-		Thoughts	
ment	XI-17	—of first degree.....	B-44
Systematic imagination at		—of fourth degree.....	B-84
work	B-230	—of second degree.....	B-49
System of study.....	A-15	—of third degree.....	B-49
T		Three Selling Talks	
Taylor, Jeremy, on habit....VII-91		—temperamental types related	
Teacher	A-44	to	XII-54
Teeth, care of.....	VI-73	—viewed as one.....	XII-53
Temperament	V-79	Time an enemy of recall....B-136	
—acid type	IX-40	Trade, origin of false stand-	
—alkali type	IX-40	ards	II-53
—application of laws of...IX-67		Training the senses.....	B-54
—choleric	V-45, IX-33	Transmit, defined	IV-30
—defined.....	V-42; IX-30, 36	Transmute, defined	IV-30
—electric type.....	IX-38	Transportation facilities....VIII-36	
—Fosbroke's classification of		Truth	
IX-34		—element of Reliability....V-50	
—magnetic type.....	IX-39	—nature a mine of.....	I-7
—mental type	IX-43	—read to obtain.....	A-63
—motor type	IX-46	Turner, W. T., Dr.....	VI-76
—natural classification of..IX-37		Two literary men.....	A-58
—old classification of.....IX-32			
—seven types	IX-38	U	
—two laws of.....	IX-66	Understanding an aid to mem-	
—vital type	IX-46	ory	D-145
Terminal facilities		Unity in style.....	D-96
—features of	XI-50	Unreliability	
—of first selling talk.....		—a destructive force.....V-12	
.....	XI-47, E-16	—a moral disease curable...V-16	
—of second selling talk....		—a result of	V-16
.....	XII-20, E-21	Unreliable man	V-13
The volition of customer			
—how reached	XI-13	V	
—four outlying defenses of		Vanity	V-36
.....	XI-15	Van Someren, Dr.....	VI-60
—target of the salesman..XI-14		Variation sign, defined.....III-88	
—two sentinels of.....	XI-15	Verb, defined	D-42
Thinking		—phrases	D-46
—begins with ideas.....	B-7	Versatility in	
—defined	IV-15	—introduction	XI-33
—first factor in.....	IV-18	—third selling talk.....	XII-41
—five steps in.....	IV-107	Vibrate, defined	IV-22
—prerequisites for.....	IV-16	Vibration, third factor in think-	
—science of, how mastered..IV-13		ing	IV-17, 23
—second factor in.....	IV-20	Vinton, Prof.	VI-75
—third factor in.....	IV-23	Visualizing an aid to mem-	
Thirteen rules for second sell-		ory	B-143, 144
ing talk	XI-4, XII-9		

Digitized by Google

